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Marketing Culture of Finnish Research Libraries

An Analysis of Marketing Attitude, Knowledge and Behaviour

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different corners of the world which helped me to look at my research from different perspectives.

The study would not have been complete without the active cooperation extended by library directors of participating libraries. They provided all the required information about their libraries as well as permitted me to conduct research. I am grateful to them. Also, my thanks go to the anonymous library consumers for their invaluable feed-back on my questionnaire.

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Rajesh Singh

Abstract

The aim of the present dissertation is to investigate the marketing culture of research libraries in Finland and to understand the awareness of the knowledge base of library management concerning modern marketing theories and practices. The study was based on the notion that a leader in an organisation can have large impact on its culture. Therefore, it was considered important to learn about the market orientation that initiates at the top management and flows throughout the whole organisation thus resulting in a particular kind of library culture. The study attempts to examine the marketing culture of libraries by analysing the marketing attitudes, knowledge (underlying beliefs, values and assumptions), behaviour (market orientation), operational policies and activities, and their service performance (customer satisfaction). The research was based on the assumption that if the top management of libraries has market oriented behaviour, then their marketing attitudes, knowledge, operational policies and activities and service performance should also be in accordance.

The dissertation attempts to connect all these theoretical threads of marketing culture. It investigates thirty three academic and special libraries in the south of Finland. The library director and three to ten customers from each library participated as respondents in this study. An integrated methodological approach of qualitative as well as quantitative methods was used to gain knowledge on the pertinent issues lying behind the marketing culture of research libraries.

The analysis of the whole dissertation reveals that the concept of marketing has very varied status in the Finnish research libraries. Based on the entire findings, three kinds of marketing cultures were emerged: the strong- *the high fliers*; the medium- *the brisk runners*; and the weak- *the slow walkers*. The high fliers appeared to be modern marketing believers as their marketing approach was customer oriented and found to be closer to the emerging notions of contemporary relational marketing. The brisk runners were found to be traditional marketing advocates as their marketing approach is more 'library centred' than customer defined and thus is in line of 'product orientation' i.e. traditional marketing. 'Let the interested customers come to the library' was appeared to be the hallmark of the slow walkers. Application of conscious market orientation is not reflected in the library activities of the slow walkers. Instead their values, ideology and approach to serving the library customers is more in tune of 'usual service oriented Finnish way'. The implication of the research is that it pays to be market oriented which results in higher customer satisfaction of libraries. Moreover, it is emphasised that the traditional user based service philosophy of Finnish research libraries should not be abandoned but it needs to be further developed by building a relational based marketing system which will help the libraries to become more efficient and effective from the customers' viewpoint.

The contribution of the dissertation lies in the framework showing the linkages between the critical components of the marketing culture of a library: *antecedents, market orientation, facilitators and consequences*. The dissertation delineates the

significant underlying dimensions of market-oriented behaviour of libraries which are namely customer philosophy, inter-functional coordination, strategic orientation, responsiveness, pricing orientation and competition orientation. The dissertation also showed the extent to which marketing attitudes, behaviour, knowledge were related and impact of market orientation on the service performance of libraries. A strong positive association was found to exist between market orientation and marketing attitudes and knowledge. Moreover, it also shows that a higher market orientation is positively connected with the service performance of libraries, the ultimate result being higher customer satisfaction. The analysis shows that a genuine marketing culture represents a synthesis of certain marketing attitudes, knowledge and of selective practices. This finding is particularly significant in the sense that it manifests that marketing culture consists of a certain sets of beliefs and knowledge (which form a specific attitude towards marketing) and implementation of a certain set of activities that actually materialize the attitude of marketing into practice (market orientation) leading to superior service performance of libraries.

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1. Introduction

Since the very early days of my graduate education in library science until the current research period, I have often come across questions such as, "what do you study in library science?" or "what kind of research do you pursue about libraries?", whenever I met someone who wanted to know what business I am in. These questions puzzled me. In my heart though, I felt a pang of anxiety because of such questions. I always thought that perhaps these curious people were really asking me to justify why and how a higher degree in this discipline which, on the face of it, 'seemingly' did not need it, was possible. Surprisingly though, the very people who asked these questions were highly educated persons, indeed the very same who had found refuge and invaluable assistance in libraries at some point of time in their lives. Perhaps, many library and information services personnel would have also faced similar questions during their professional career. Such questions often made me think that perhaps our profession does not *market* itself enough to society and eventually put me into the role of an apologist. It is paradoxical that our society claims itself to be the knowledge society, yet our customers know little of what constitutes the library or information services profession and what exactly a library or information services provider does for them. This thought kept on spinning around in my mind and finally it became the justification of my desire to explore the pertinent issues underlying the marketing concept in the context of library and information services providing institutions.

1.1. Aim of the research

This research aims to investigate the marketing culture of research libraries in Finland and to understand the awareness of the knowledge base of library management concerning modern marketing theories and practices.

1.2. Background

The concept of marketing culture is nebulous and has yet to be defined precisely (Luk,1997). Webster (1995) defines marketing culture as that component of a firm's overall culture that refers to the pattern of shared values and beliefs that help employees understand and "feel" the marketing ethos and thereby provides them with norms for behaviour inside the firm. It refers to the importance the firm as a whole places on marketing and to the way in which marketing activities are executed in the firm.

The idea of applying marketing to non-profit organisations had its "birth" in a series of articles by Kotler and Levy (1969, 72), Kotler and Zaltman(1971), and Shapiro(1973) between 1969 and 1973. These articles established the foundation for "broadening of the marketing concept" so that marketing insights could be applied to all kinds of organizations. Subsequently, after few years, numerous articles appeared advocating the use of marketing techniques in non-profit organisations including

libraries and information providing institutions. As a result, library literature consists of a plethora of articles on marketing of library and information services.

Thus far, the major part of literature in library world has focused on discussions of the applicability of marketing to libraries or has consisted of guidebooks demonstrating the application of marketing techniques to the libraries (Shontz, Parker and Parker, 2004). Library literature, as White (1997) so trenchantly notes, is replete with theoretical articles, books and how-to-do-it manuals earnestly attempting to deal with marketing the library and its services. Unfortunately, the best of these contributions are superficial (Besant and Sharp, 2000). Rowley (2003) also writes in a similar vein that the majority of the literature on marketing of libraries and information services are either in the form of "how to" guides, or case studies of practice in specific contexts. There have been a few studies which have attempted to understand the attitudes of librarians towards marketing (Savard, 1996; Shontz, Parker and Parker, 2004). Some scholars have studied in depth the concept of service quality in libraries (Calvert, 2001; Hernon, 2002 a, b; Ho and Crowley, 2003). Public relations activity, being a favourite topic of libraries from the very beginning of the librarianship profession, continued to get the attention of empirical research (Marshall, 2001; Neuhaus and Snowden, 2003). The long debated pricing issue has also been the theme of recent empirical research (Johannsen, 2004 a, and b). On the other hand, Orava (2000) echoes that marketing is an attitude of mind emphasising that it is a question not of money, but of philosophy-the attitude of mind- that permeates the entire staff. This philosophical aspect is very much concerned with the internal marketing and market orientation concepts. It is very recently, when the concept of internal marketing and its strategies were studied in six public libraries of London (Broady-Preston and Steel (2002, a and b). Lozano (2000) provided a model for customer-orientation from the library managers' point of view. Harrison and Shaw (2004) attempted to study market orientation and marketing culture of all staff in a public library of Australia. However, why are some libraries more market-oriented than others? Remarkably, this fundamental issue has not been often addressed in empirical studies especially in the library world (Singh, 2005 a, b). Even in corporate literature, such empirical studies about market orientation only began to appear in 1990 when the domain of market orientation was clearly specified in a rigorous fashion (Kohli and Jaworski, 1990; Narver and Slater, 1990).

Against this backdrop, the present study is based on the notion that a leader in an organization can have a large impact on its culture, which has been suggested in many earlier findings (Block, 2003; Brooks, 1996; Chodkowski, 1999; Hennessey, 1998; Kasper, 2002; McNeil, 2001; Ogbonna and Harris, 2000) Therefore, it is important to learn about the market orientation that initiates at the top management and flows throughout the whole organisation thus resulting in a particular kind of library culture.

1.3. Research questions

More precisely, the present study aims to find answers to the following specific research questions:

1. What attitudes do librarians have about the marketing of information products/ services in different kinds of libraries?

2. How much knowledge do librarians possess about contemporary marketing theories and practices?

3. What are the commitments of the staff and management in libraries towards customers' needs and demands?
   - What kind of market orientation exists in libraries?
   - What are the operational policies and activities of the libraries in connection with marketing?
   - To what extent are customers satisfied with the service performance of libraries?

4. To what extent is the construction of a service philosophy practised in Finnish libraries?

5. What are the implications of marketing for the libraries?

The study seeks to examine the marketing culture of libraries by analysing the marketing *attitudes*, *knowledge* (underlying beliefs, values and assumptions), *behaviour* (market orientation), *operational policies and activities*, and *service performance* (customer satisfaction) of libraries. The unit of analysis is the library director and consumers of libraries. The assumption of the study is that if the top management of libraries has market-oriented behaviour, then their attitudes, knowledge, operational activities and service performance should also be reflected accordingly. The thesis attempts to connect all these theoretical threads of marketing culture. The study group comprises thirty three libraries, both academic and special libraries in the south of Finland.

Based on the above research questions, the following hypotheses have been formulated:

H1. Increased levels of market orientations encompass specific marketing attitudes.

H2. Higher market orientation is positively associated with higher marketing skills and knowledge.

H3. Libraries pursue their operational policies and activities in accordance of their market orientation.

H4. Market orientation makes a positive contribution to service performance of libraries leading to higher customer satisfaction.

H5. The contribution of market orientation to service performance of libraries is mediated by the commitment of entire library staff.

H6. There are considerable variations in the marketing culture of different libraries and also significant variations in their service philosophies.

The key themes of the present research have been shown in the figure 1.

Figure 1: Assumed relationship between key themes of the research
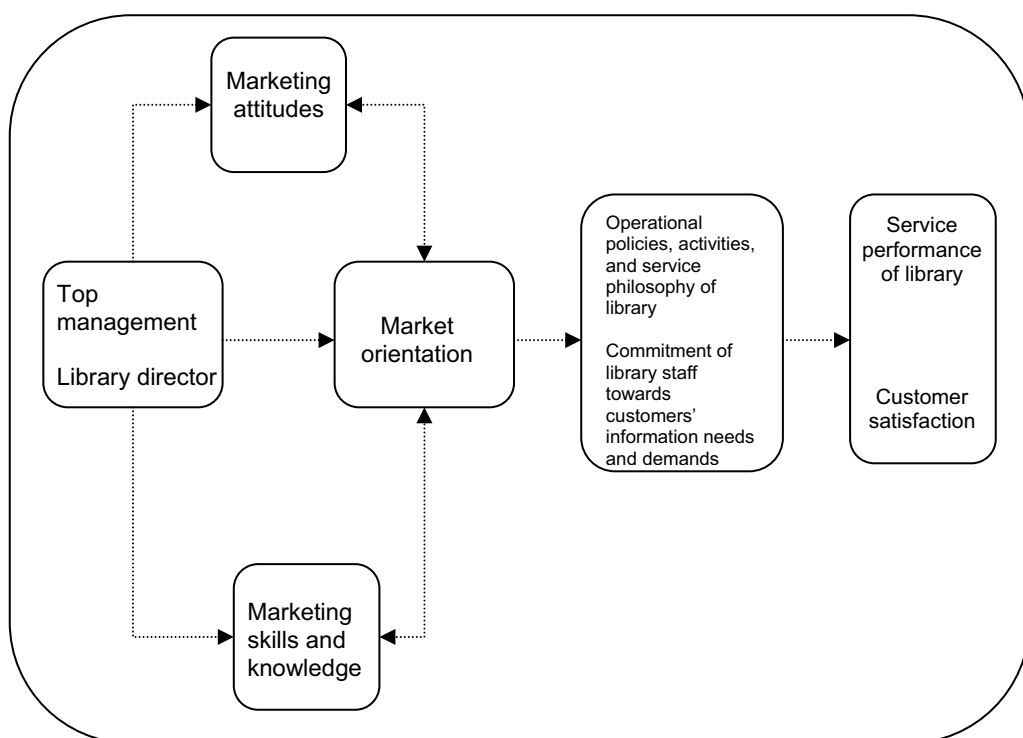
1.4. Structure of the dissertation

The dissertation is structured in the following manner:

Chapter 2 clarifies the contemporary meaning of marketing by explaining different definitions of marketing. Chapter 3 discusses the conceptual issues and background theories of services marketing. Chapter 4 explains the importance of market planning and market segmentation. Chapter 5 introduces the concept of marketing culture, and

its connection with leadership; market orientation and service performance. In chapter 6, an overview concerning the application of marketing in libraries has been presented. Chapter 7 describes the methods and materials used in the current research. Chapter 8 presents the results of the empirical analysis. This chapter analyses the market orientation of libraries (8.1); explains the connection between market orientation and demographic characteristics of respondents (8.2); presents the analysis of library directors' attitudes towards different aspects of marketing, its relevance, philosophy and application in libraries and information providing institutions (8.3); provides the reflection of respondents' marketing knowledge in the management of library and information services (8.4); examines the operational activities and policies of libraries in connection with marketing (8.5); and finally analyses the service performance of libraries in respect of their market orientation activities measured against customers' satisfaction on the library activities and services (8.6). Chapter 9 discusses findings of the present study and answers to the specific research questions. Chapter 10 presents the conclusions and recommendations of the study by connecting different threads of empirical findings.

2. What is marketing?

One of the classic management myths of recent history is that marketing involves nothing more than advertising. However, in attempting to clarify what is the meant by the term 'marketing', more questions have been raised than answers revealed. Some of questions addressed to members of the profession have remained unanswered because of their potential complexity (Morgan, 1996).

This chapter begins with a brief review of the historical development of the marketing concept and attempts to illustrate a contemporary understanding of this concept. In addition, the most recent definitions of marketing, vis-à-vis the marketing in the context of library and information providing institutions has also been provided. This is particularly important in the sense that this review helps to understand contemporary emerging notions of marketing as the present research aims to understand the awareness of the library management with the modern marketing theories and practices.

2.1. The marketing concept

The health of the marketing discipline is manifest in its constant desire and willingness to review and question the domain of marketing and this form of evolution has been sustained for several decades. The origins of marketing as a discipline take their roots in American management literature in the late 1950s and the beginning of the 1960s, when some researchers started to investigate some management practices and, above all, the origin of market success (Brownlie et *al.*, 1994; Hunt, 1994, Lazer, 1967). One could say that it all started with Drucker (1954) who stated:

There is only one valid definition of business purpose: to create a *customer…mar*keting is the unique function of business…it is the whole business seen from the customer's point of view. Concern and responsibility for marketing must permeate all areas of the enterprise (Drucker, 1954, p.36).

In the 1950s, marketing interest was primarily focused on consumer goods. In essence, this was the birth of modern marketing. Keith (1960) kicked off the early marketing revolution or the actual belief system of marketing. He documented the production and product orientation (1900-1930), the selling orientation (1930-1950), and finally the marketing orientation (1950-present). Levitt (1960) introduced the system of marketing myopia, which captures the very essence of the present day marketing concept. During the 1960s, the marketing concept was proclaimed as the saviour of companies (Keith, 1960) and increased attention was also started towards industrial markets. Kotler and Levy (1969) then set about broadening the marketing domain, stating that marketing is an all-pervasive activity. They suggested that the words "product", "consumer" and "toolkit" had to be redefined. As a result, the 1970s saw marketing being challenged because it was unresponsive to greater societal issue (Bell, 1971; Davis, 1975; Feldman, 1971) as a result of which considerable academic

effort was placed on the area of non-profit or societal marketing. This laid the foundation for a wider acceptance of marketing techniques in the professional and non-profit sectors. Subsequently, numerous articles appeared advocating the use of Kotler's techniques in non-profit organisations including libraries and information providing organizations. During the 1980s, the marketing concept caused discontent by over-segmenting markets (Levitt, 1984) and overstating the value of consumers' expressed needs (Benett and Cooper, 1981; Houston, 1986). It was during that period when attention started to be directed at the services sector, an area of marketing that had received remarkably little attention in view of its importance in the overall economy.

In the 1990s, the marketing concept started moving from transaction orientation to a customer relationship building orientation (Grönroos, 1990; Kotler, 2003). Therefore, it is not difficult to notice that responses to such indictments of the marketing concept have been many and varied. To date, the marketing concept has been broadened (Kotler and Levy, 1969, 1972), deepened (Enis, 1973), extended (Foxall, 1989), redefined (Grönroos, 1990) and repositioned (Dixon and Diehn, 1992). As a result, the marketing concept has had several names given by different authors over the last three to four decades (Dalgic, 1998). For example, Felton (1959) labelled the marketing concept as a "corporate state of mind, whereas some other authors have labelled it as a "business philosophy", as an "ideal", as a "policy statement" as a "faith", as a "managerial prescription/philosophy", as a "set of processes touching on all aspects of the company" and as a "guiding philosophy" (see Barksdale and Darden, 1971; Houston, 1986; McNamara, 1972; Parkinson, 1991; Shapiro, 1988). Thus, the marketing concept is essentially a business philosophy which champions the identification and satisfaction of customer needs, and the integration of marketing throughout the organisation (Gray, Matear and Matheson, 2002). By implication, the marketing concept has attracted an abundance of definitions, which is explained in the next section.

2.2. A look at some marketing definitions

According to Blois (1987) and Cronin (1981), there is no single, universally agreed definition for marketing. Coote & Batchelor (1997) also state that there are many definitions of the term marketing, some slick ("marketing is 90% common sense"), some profound ("marketing is a state of mind which informs corporate priorities"), some based on jargon ("establishing a competitive edge"). Marketing is a word that is used by many but understood by relatively few. According to Smith and Saker (1992), marketing is often used interchangeably with the terms 'promotion' or 'selling' and also to refer to a wide range of other activities such as advertising, pricing, market research and publicity. While there is some evidence of intellectual progress towards an achieving an accepted definition of marketing (Baker, 1987; Farell and Lucas, 1987; Hunt and Burnett, 1982; Lusch and Laczniak, 1987; Mueller-Heumann, 1986), further developments are constrained owing to the difficulty of determining the precise inclusiveness of the term (Morgan, 1996). A cursory survey of the literature

reveals a plethora of definitions of marketing. Some contemporary definitions of marketing are as follows:

The UK's Chartered Institute of Marketing (2003) defines marketing as below:

"Marketing is the management process responsible for identifying, anticipating and satisfying customer requirements profitably".

Most recently, American Management Association (2004) has defined marketing as follows:

"Marketing is an organizational function and a set of process for creating, communicating and delivering value to customers and for managing customer relationships in ways that benefit the organization and its stakeholders".

These definitions consist of a number of key aspects of marketing.

Marketing is focused on *customers* and not on *goods, ideas and services* (Schultz, 2005). It is all about meeting customer requirements (Rowley, 2001).

Marketing places responsibility for *marketing at the organisational level* (Sevier, 2005), rather than *planning and executing* (Schultz, 2005) at the individual or even departmental level. With this definition, marketing is rightly recognized as a central, core operating principle; quite literally part of an organisation's DNA. Everyone is involved in marketing. It is no longer the commitment of a single individual, but the commitment of all individuals in the organization. By extension, individuals who do not value this "we are all in the marketing boat commitment, especially if they are in positions of authority, imperil the very organisations they try to lead (Sevier, 2005).

-Marketing emphasises *integration*. It is all about sharing goals and resources and coordinating activities towards the accomplishment of a single, well-focused set of goals that support the institutional vision (Sevier, 2005).

Marketing is a *deliverer of value* (Schultz, 2005). It is about creating, communicating, and delivering value, not merely communication. A couple of things are embedded here. First, creating, communicating and delivering must be seen as different places on the same continuum and guided by the same vision. Second, the goal is to provide value. And, as Drucker rightly observed, customers play a critical role in defining value. Therefore, care must be taken to understand the difference between what you value as an institution and what customers value from you (Sevier, 2005).

Marketing has the goal of *managing lifetime customer relationships* in ways that benefit both the customer and organisation. There are two important nuggets here. First, the idea of lifetime customer relationships. It is not about a one-time sale or buy, but a lifetime of sales and buys. Second, there is the notion of a relationship that

benefits both the organisation and the customer. It is all about mutualism (Sevier, 2005).

Simultaneously, some recent conceptualisations of marketing in the context of library and information services providing institutions have been appeared. They include a definition by Besant and Sharp (2000):

"Relationship marketing is based on a notion of trusting cooperation with known customers. This is the basic concept of a library. A library operates routinely with a known set of customers. A library also operates on trust. When a client walks into your library, he trusts that you will find the material or information that he needs. The library in turn, trusts that the client will return the items you borrow within the specified borrowing period."

They further state, "Libraries are built around relationships with booksellers, database providers, library consortia, and of course, our customers. Customers are why libraries exist. It follows then that the way to create a dynamic library organisation is by understanding and cultivating customers. Relationship marketing looks to be an obvious fit for libraries."

Rowley (2003) states, "a systematic relationship marketing approach requires an analysis of the customers of a library and information service, and an understanding of the aspects of the service that create "value" for these different groups"(p.14).

Shontz, Parker and Parker (2004) define marketing in a library context as "a purposive group of activities which foster constructive and responsive interchange between the providers of library and information services and the actual and potential users of these services. These activities are concerned with the products, costs, methods of delivery, and promotional methods"(p.63-64).

For the purposes of this study, the marketing concept has been defined as a synthesis of the definitions provided by Gray, Matear and Matheson (2002) and Grönroos (1990). Hence

"The marketing concept is a service philosophy which aims at identification and satisfaction of customer information needs and integration of marketing throughout all the functional areas of library activities, managing relationships with customers by offering value added products and services to them more effectively than competitors, so as to achieve organisational goals."

The key to all these definitions of marketing is the *customer*. Thus marketing can be considered as the '*management of customer relationships*'. It is, therefore, clear from the above definitions that marketing can help managers of library and information providing institutions in achieving their objective of improving access to their clientele, and building relationship with them by providing solution to their information needs and problems.

3. Conceptual issues of services marketing

The aim of the present research is to investigate the issues pertinent to a marketing culture and to understand the awareness of the library management about modern marketing theories and practices. Therefore, in keeping with this view, the present chapter explains the conceptual issues and background theories of services marketing in the context of libraries and information services providing institutions. In brief, this chapter begins by defining the service concept along with the historical development of the key concepts of services marketing. It explains the framework of classical marketing mix which remained a cornerstone of marketing concept for more than 30 years. Moreover, this chapter also narrates the reasons due to which classical domain of marketing mix was further expanded. Towards the end, it focuses on contemporary notions of relationship marketing along with certain key concepts such as internal marketing and quality. In short, this chapter attempts to portray the key concepts of services marketing and its implications in the contexts of library and information providing institutions.

3.1. The service concept

The concept of service has been defined in different ways. Most attempts to define services have relied on residual meaning by first assuming a tacit definition of a 'good' and then defining services in terms of how they differ (Vargo and Morgan, 2005).

Judd (1964) noted the difficulty in defining services and settled for a "definition by exclusion", of a market transaction by an enterprise where the object of the market transaction is other than the transfer of ownership (and title, if any) of a tangible commodity". Rathmell (1966) observed that "most marketers have some idea of the meaning of the term 'good'…but services seem to be everything else" and distinguished among "rented goods services", "owned-good services", and non-good services". Rathmell also found very "pure goods" or "pure services" and settled on a continuum of goods and services.

At about the same time when Rathmell was defining the distinct features of services, three more definitions were proposed:

In 1973 Bessom proposed that "for the consumer, services are any activities offered for sale that provide valuable benefits or satisfactions; activities that he cannot perform for himself or that he chooses not to perform for himself".

The second definition was given by Blois in 1974. According to him, "a service is an activity offered for sale which yields benefits and satisfactions without leading to a physical change in the form of a good".

The third definition was proposed by Stanton in 1974 and he defined services as "separately identifiable activities which provide want satisfaction when marketed to consumers and/ or industrial users and which are not necessarily tied to the sale of a product or another service".

A decade later, a significant different set of definitions was proposed:

Lehtinen in (1983) defined marketing as "an activity or a series of activities which take place in interactions with a contact person or a physical machine and which provides consumer satisfaction".

Koter and Bloom in 1984 defined services as "any activity or benefit that one party can offer to another that is essentially intangible and does not result in the ownership of anything. Its production may or may not be tied to a physical product".

Gummesson (1987) highlighting the intangible nature of services defined " services as something which can be bought and sold but which you cannot drop on your foot". This definition also pointed out one basic characteristic that the services can be exchanged even though they are not tangible.

Taking the lead from the last three definitions proposed by Lehtinen, Kotler and Bloom, and Gummesson, Grönroos (1990, 2001) defines the service concept "as an activity or a series of activities of a less or more intangible nature that normally, but necessarily, take place in the interaction between the customer and service employees and/ or physical resources or goods and or/ systems of the service provider, which are provided as solutions to customer problems".

This definition takes into account the following important features of services:

-services are by and large "activities" or they are series of activities rather than things;
-as a result the services are intangible;
-they take place in the 'interaction' between the customer and the service provider,
 which means that services are produced and consumed simultaneously; and
-the customer has a role to play in the production process as the services are provided
 in response to the problems of customers as solutions.

Scholars offering other definitions emphasise that services are deeds, processes, performances, and not (physical) objects with embedded qualities in the product features (Lovelock, 1991; Zeithaml and Bitner, 2003).

According to Gummesson (1995), consumers do not buy goods or services, but rather purchase offerings that render services, which create value. He uses value instead of solutions to customer problems, which is favoured by Grönroos (2001). Gustafsson and Johnson (2003) suggest that the service organisation should "create a seamless system of linked activities that solves customer problems or provides unique

experiences. This view stresses the customer's perspective as it includes a system of linked activities which support the customer in solving problems.

A different approach to defining the service concept is suggested by Vargo and Lusch (2004). They define services as "the application of specialized competences (knowledge and skills) through deeds, processes, and performances for the benefit of another entity or the entity itself". They argue that this definition is more inclusive and that it captures the fundamental function of all business enterprises.

3.2. Characteristics of services

As noted, much of the discussion of the relationship between goods and services has focused on how they characteristically differ and the implications of these differences for marketing. Rathmell (1966) identified 13 characteristics differences. Lovelock (1991) identified 7. The most commonly employed of these lists of archetypal characteristics are based on the systematic review of the service literature by Zeithaml, Parsumraman and Berry (1985) and identified as intangibility, heterogeneity, inseparability, and parishability (Vargo and Lusch, 2004). They appear to have near-uniform and almost un-questioned acceptance by marketing scholars and, as Grönroos (2001) noted, are "repeated in almost every context without any discussion of the undermining logic".

The significant characteristics of services such as intangibility, heterogeneity, inseparability, and parishability (IHIP) are explained below:

3.2.1. Intangibility

Pride and Ferell (2003) stated that "intangibility means that service is not physical and therefore cannot be touched… or physically possessed" (p.324). Kotler (2003) stated that "unlike physical goods, services cannot be seen, tasted, heard, felt or smelled before purchase" (p.446). Kerin et al. (2003) stated that services "can't be held, touched, or seen before the purchase decision" and are thus more difficult to evaluate(p.323). Solomon and Stuart (2003) make the same point.

Bateson (1979) claims that intangibility is the critical characteristics of services from which all other differences emerge. He makes a distinction between "physical intangibility" (that which is impalpable or cannot be touched) and "mental intangibility" (that which cannot be grasped mentally) and concludes, "The crucial point about services is that they are doubly intangible" (p.139). According to Edvardsson et al. (2005), Bateson's conceptualisation is supported by the results from an empirical study conducted by Bielen and Sempels (2003).

The explanation mentioned above highlights that intangibility makes it difficult for a customer to understand the service that is being offered, and to compare one service with another. A physical product, like a mobile phone or a periodical journal, can be seen or touched. This implies that a customer, before buying a physical product, can

judge the quality of the product through physical examination (inspecting the picture quality of a television, browsing through a periodical), whereas for a service, the quality cannot be prejudged before buying (or subscribing to) it. It is, therefore, important for a service provider (organisation which is marketing a service) to increase the tangibility of the service, to facilitate the customers to assess the likely quality of service before buying (that is, enrolling as a member or subscribing to a service). A library, for example, can indicate the service quality a customer should expect by the use of proper decor including physical appearance, layout, furniture, lighting, quality of the membership card, and such other physical evidences which indicate the service quality (Koshy, 1999).

3.2.2. Heterogeneity

A factory can produce a batch of physical products without variations in quality standards of the product. However, since a service is provided by human beings, there can be significant *variations* in the quality standards of service delivered, as people do not always perform consistently (Zeithaml and Bitner, 1996). Lovelock and Gummesson (2004) mention that among marketing management text authors, only Pride and Farrell (2003) employ the term *heterogeneity*. Kotler (2003) and Solomon and Stuart (2003) both used the term, *variability*, whereas Kerin et al. (2003) employed *inconsistency*. For example, one person in the library circulation counter may be very helpful, courteous and efficient whereas another person may not be. In other words, standardization of service is not easy, unlike a physical product. This implies, therefore that a service organisation must emphasize standardisation of service quality. This can be achieved through different means. One way is to reduce the role of human beings through mechanization and automation of service delivery wherever possible. Automatic vending machines for beverages and other products, automatic teller machines in banks and ticket vending machines in railways are some of the examples in this regard. The other method is to define, in specific terms, the behaviour norms expected. That a telephone should be lifted before the second ring and the standardisation of the salutation while answering the phone ('Good Morning, this is so and so library, May I help you') are examples in this regard. Another method is to carefully select and train personnel engaged in providing services.

3.2.3. Inseparability

Inseparability of production and consumption is linked to the concepts of interaction and the service encounter (Czepiel, Solomon, and Suprenant 1985). The inseparability characteristic of services represents a condensation of Lovelock's (1991) criteria of "people as part of the product" and "greater involvement of customers". It implies that with services, the producer and consumer must interact simultaneously for the service to be received, and therefore, unlike goods, services cannot be produced away from and without the "interruption" (Beaven and Scotti 1990, p. 10 ; Zeithaml and Bitner, 2003, p. 22) by the consumer. In the case of a physical product, a customer uses the product after he buys it. However, in the case of a service, a client 'consumes' or 'experiences' the service while it is being produced. For example, the service of

lending in a library is 'produced' while the book is loaned to the client after performing the necessary documentation and the client consumes this service while this process is carried out. In other words, unlike the case of a physical product, the production (or generation) of service cannot be separated from its consumption. The major implication of this characteristic is that a library should have sufficient people, who are well trained, in providing this particular service.

3.2.4. Perishability

Perishabilty describes how long a product can be stored. A common claim is that services cannot be saved, stored for reuse at a later date, resold or returned (Edgett and Parkinson 1993; Zeithaml and Bitner 2003). Kotler (2003, p.449) stated that services cannot be stored, and Solomon and Stewart (2003) concurred. Pride and Farrell (2003) declared, "the unused service capacity of one time period cannot be stored for future use" (p.325). The explanation of perishability makes it clear that a physical product can be produced and stored whereas a service cannot be. If clients do not visit a library, then the service that would have been available to the clients is lost. If the hotel rooms are vacant and the seats in a theatre are empty, then the service is lost. In other words, service products are highly perishable. When there is a heavy rush on the circulation counter, then arranging for more number of people to attend the clients may be a way to managing demand (Koshy, 1999).

Because of these basic differences between goods and services, marketers of services face some very real and distinctive challenges. The challenges revolve around understanding customer needs and expectations for service, tangibilizing the service offering, dealing with a myriad of people and delivery issues, and keeping promises made to customers. These characteristics of services mean that marketing of services needs careful consideration. However, one must be careful in generalising IHIP characteristics to all services, but use them for some services when they are relevant and in situations where they are useful and fruitful (Edvardsson, Gustfsson and Roos, 2005). These scholars conclude that these characteristics have most often been discussed through the lens of the service provider, instead of the lens of the customers (Vargo and Lusch, 2004).

3.3. Service characteristics and libraries

Smith (1993) argues that in the information world, not only is the definition of marketing rather hazy but the product itself, information is usually hard to quantify. It is so often obscure, abstract, ephemeral, time sensitive, or a combination of all or some of these. What is good, topical, useful, cost effective to one person may be totally useless to another. So, marketing in the information profession is very imprecise. According to Coote (1993), there are three unique characteristics to marketing of a service (intangibility; inseparability; and short shelf life (perishability). However, Purcell (1990) notes that services have five characteristics: intangibility, inseparability, variability, perishability; and customer involvement.

3.4. Classical marketing mix: the "4 Ps"

Quite often in the literature, a mention is made of the four "Ps" and market segmentation. The strategy to strengthen the relationship between the needs and wants of the users and the products and services offered by the organisation is better known as the marketing mix. This "mix" incorporates four elements, namely, product, price, place and promotion. To put in another way, a typical marketing mix consists of *product* or *service* offerings at a *price*, targeting a *customer segment* in certain *place* and a set of modalities to reach the target customer, and *promotion* to tell the potential customers about the availability of the offering (McCarthy, 1978).

3.4.1. Genesis and evolution of marketing mix

The use of this apt and colourful term 'marketing mix' was started by Neil H Borden in 1964. Borden, in fact derived the term 'marketing mix' from his associate, James Culliton, who depicted marketing executives as a 'decider', 'artist', and a 'mixer of ingredients', who perhaps plans to satisfy the target customer over and above the competitors. He may choose or adopt the recipe of others, or develop his own as he goes along. He may innovate or experiment with ingredients that no one has tried. Borden linked the idea of calling marketer as a 'mixer of ingredients'. What the marketing executives concocted was nothing but simply *marketing mix*.

Borden says that Culliton studied different types of organizations to understand the nature of relationship between marketing costs and performance. He concluded that the forces faced by different organization varied widely, and accordingly the marketing programmes differed widely. The logical conclusion is that the marketing manager can have a variety of marketing mixes, and he can develop a marketing plan, which incorporates mix elements as well as the market forces. It is the problem raised by these market forces that leads marketing managers to exercise their judgment in devising mixes or programmes, which they consider as profitable business operations. There are the three important sets of elements that need to understand for deciding the proper mix or programmes judicially, viz.,

(i).   elements of the marketing programme;
(ii). forces that have a bearing on the marketing operations of an organization (and to which the marketer decides the mix or programmes that succeed in the market); and
(iii). organisation – especially its resources, and objectives.

The original framework suggested by Borden was subsequently refined by McCarthy (1964) who condensed Borden's twelve elements into four elements, namely product, price, promotion and place (distribution). Over a period of time, these four elements have been referred to as 'four Ps'/4Ps and became synonymous with marketing elements. McCarthy defined marketing strategy with the following two integrated, but distinct components:

1. Target market: more or less homogeneous set of consumers with whom the organization is attempting to establish exchange relationship.

2. Marketing mix: the variables on which the organization has control and are used in different combinations/ mixes to satisfy the target market. A typical marketing mix consists of product or service offerings at a price, targeting a customer segment in certain places and to set modalities to reach the target customers, and promotion to tell the potential customers about the availability of the offering.

The whole exercise has to be carried out in the context of macro-environmental variables, which are beyond the control of the decision makers. These are: political, legal, technological, economic, social and cultural. The next step is to decide the target market segment, derive a set of feasible marketing mix alternatives and evaluate the same against the organizational objectives, resources, capabilities, and so on. This includes comparison and finding out of better offerings to the consumers over and above the competitors.

Weingand (1983) says, "It has been convenient for marketing scholars to categorize the controllable marketing variables into four P's: Product, Price, Place and Promotion. It must be emphasized that all elements of the marketing mix are important because consumer perception is based on sum total of the elements". According to Wasserman and Ford (1980), all of the effort one puts into identifying user needs may come to naught if the information scientist does not successfully blend the four controllable variables – product, price, place and promotion – in a coordinated fashion which actually meet user needs. According to Keane (1983), development of marketing mix may be considered a restatement of the well-known library adage of "the right information to the right person at the right time in the right format". Morgan and Noble (1992) say, "the tools, or means available to an organization to improve the match between the needs and the wants of consumers and those products and services offered by the organization are known as the marketing mix".

McCarthy (1992) notes that "marketers refers to the marketing mix as the way in which they satisfy customer requirements. It is often called the four Ps. There are four variables you can change in order to alter the demand for your product. Your range of products needs to be reviewed regularly. Are all your services being used? Is the benefit from each service more than effort/ time/ money you have spent on producing it? What do users think of it? It is really a good idea to ask your users rather than just guess at their ideas". Cooper (1991) has described the traditional "4 Ps" of marketing in terms of information services as the following:

1. Product: Information is not a commodity, but a product which can be value added, differentiated, and segmented.

2. Price: Information has a cost and a value, therefore, must be paid for.

3. Place: Right information to the right people at the right time in the right format.

4. Promotion: By personal selling, communication and people skills. Non-personal: advertising, flyers, newsletters.

Morgan and Noble (1992) state the strategies used in the development of marketing mix are based on systematic analysis to determine which of the organization's offerings will satisfy the market's needs and stimulate continued use. Moultone (1981) argues that the elements of the marketing mix work together to support a particular objective. For instance, product attributes may suggest effective price, place, and promotion considerations. Christou (1988) says, "the four Ps are interrelated. The tools you choose to use for promotion will relate to your product. The more and better the information you provide, the more your "place" is appreciated and gains prominence, and the higher the price you can command for your product"

According to Holman and Hamilton (1992), the marketing mix must not only attract a certain level of use, but also must attract a certain type of use. In order to demonstrate the service represents good value for money, it must lead to customers gaining either tangible or intangible utility. If there is a high level of customer dissatisfaction associated with one or more of the components of the mix, those factors should be reviewed and steps taken to improve them. Leisner (1986) opines that the four Ps/ 4 Ps are the tools that can be manipulated in order to affect changes in service. All of these tools when "mixed" in proper proportion will contribute to improved use of the library. No one of these tools is usually sufficient by itself to impact whether change or not the user's perception of change. So, the use of more than one P at a time, or in fact all of them at times, is more common.

In the following, a description of four Ps/4Ps shall be made:

3.4.2. Product/ service

Kotler (1988) offered the following definition of product: "A product is anything that can be offered to a market for attention, acquisition, use or consumption that that might satisfy a want or need. It includes physical objects, services, places, organizations, and ideas." In 2000, he added information: "A **product** is anything that can be offered to a market to satisfy a want or need. Products that are marketed include *physical goods, services, experiences, events, persons, places, properties, organizations, information and ideas*." Johnson and Rothberg (1985) defined product as anything that could be offered to a market for attention, use and consumption, a value package bundle. There are four sub-divisions associated with any product – the core benefit (often an intangible), the formal product (tangible), the augmented product (benefits that surround a product), and the systems product (or array of interrelated products). Levitt (1981) notes that 'to a potential buyer, a product is a complex cluster of value satisfaction ….. customers attach value to a product in proportion to its perceived ability to help solve their problems or meet their needs'.

According to Smith and Saker (1992), 'The core product is the fundamental service which the library is offering: in addition, also offered is the augmented product which is the additional services and benefits that the customer utilizes'. Smith and Saker (1992) further state that the terms 'product and service' are used interchangeably within marketing. Both satisfy customer needs, but one dies it with a tangible good while the other offering is intangible. In practice, tangible goods have service elements and vice-versa. Thus, a book is tangible but has the service element of location and distribution linked to it. Rasab (1991) states that a product is anything which can meet a need, demand or want. A service is also a product. In a library or an information unit, one could argue that the product is ultimately information, although it could be presented in many different formats.

Hence, product in the context of library and information providing institutions might include physical goods, such as catalogues, compact disks, microforms, audio/ video cassettes, periodicals, etc. Services can include provision of a photocopy of a document, information searching, indexing, reference service, document issue and return.

According to Kotler (1988), from a managerial point of view, a product consists of the following three components:

(i). Attributes that the product or service contains
Attributes are basic characteristics of a product/ service which include features, styling, quality levels, brand name, packaging, size, variants etc. For information products, aspects like content, number of journals covered, extensiveness and exhaustiveness of information provided, are examples of product attributes. For a 'lending service' offered by a library, the number of books that a client can borrow, the period for renewing the book, the penalty for exceeding the renewal date, etc. are the attributes of the service.

(ii). Benefits that the product or service offers
Benefits are what customers derive from the product. Each of these elements mentioned as a product attribute, by itself, does not have a meaning unless it either individually or collectively, offers some benefits to the customers. For example, in the context of an information product, say, a reference periodical, attributes such as the method or type of categories followed for indexing of the articles covered, number of journals scanned for the periodical, and nature of technology used – CD-ROM vs. print vs. on-line – together provide the benefit of easy and quick reference of the latest research in that particular field. Therefore, product attributes, though independent, are inter-woven with product benefits, sometimes very intangible features, like brand image, by themselves can provide benefits of prestige or exclusively to customers.

(iii). Marketing support service
Marketing support service includes delivery, guarantees, after sales service, etc. In fact, no product is complete without support service, although its level may very depending on the nature of the product/ service. For example, a product like an

automobile or a consumer durable will require a strong after sales service, whereas, a product like toilet soap does not require any after sales service. In the context of information products, for example, supplying the full text of an article which is requested on the perusal of an index of articles (product) could be a major support service to the product.

3.4.2.1. Product life cycle (PLC)

The concept of the product life cycle (PLC) has been around for a full half century and it has been greatly studied and discussed (Tibben-Lembke, 2002). The PLC concept describes how most products or services pass sequentially through four stages: introduction, growth, maturity and decline (Kotler, 2000). The PLC is shaped by changes in customer preferences, technological changes and competition. During each of these stages, market characteristics will vary. The thrust of the strategy would depend on the stage of PLC. The concept of Product Life Cycle should not be confused with 'Shelf life' of a product. Shelf life connotes the perishability of the product whereas product life cycle refers to the variations in the customer preferences for a product or service, in relation to alternative or substitute products and services (Coote and Batchelor, 1997).

Arnold (1989) stresses that when the product does not live up-to the customer's expectations, nothing – including giving the product away for free – will get product off the shelves. Cronin and Martin (1983) recognize that the main product offered by the information professional gives the user help or assistance, and acts as intermediary between the user and the resources of the library. Weingand (1987) states that the success of all marketing and planning efforts hinges directly upon the quality and excellence of the products which are designed. Products have life cycles during which they grow, mature and eventually decline in utility, for this reason, an institution needs constantly to evaluate its products to determine if they need to be continued, modified or withdrawn. According to Norman (1982), new products also needed to be added occasionally to satisfy the market's demand. Rasab (1991) states that all products pass through successive stages, and this is known as product life cycle. The stages are divided into four sections, known as introduction, growth, maturity and decline. By identifying the particular stage, the product is in, decisions can be made on whether to introduce new products or redevelop the existing products. The life cycle is used to develop different promotional techniques, since the type of customer differs according to the stage at which the product is positioned.

Shapiro (1980) suggests that this criteria may be used for removing material that is no longer of use to the customer and the withdrawal of services that have outlived their usefulness. Caution, however, must be used before ailing products or services are dropped. Careful analysis should be undertaken to determine whether the product is indeed no longer viable or whether the marketing mix has been used is incorrect. According to Condous (1983), each stage of cycle requires a different strategy, incorporating all elements of the mix.

Echelman (1981) indicates that the most important of all marketing tools at the library's command is a reliable and respected reference service. Each reference request answered quickly and correctly is a building block in the library's marketing campaign. Kok (1980) observes that the library users' level of awareness will continue to be low until the information services offered are made to create an impact in their working lives. When the demand for a product or service is less than its formal level and where further decline is expected, we need to consider remedial efforts to revise the target market, offering, and/ or marketing efforts, or perhaps even to drop the products. This is referred to as "faltering demand" by Kotler (1975). Rasab (1991) states that products provide a means of satisfying needs. Since needs change over a period of time, products need to be developed to satisfy the changing needs.

3.4.2.2. Information products and services in the context of libraries

Cronin (1985c) has observed that academic libraries more specifically, university libraries with a polyglot user population are confronted with the problems of delivering various kinds and levels of services to different sub-groups. Hence, they maintain a very ambitious product range and seem to aspire to be knowledge supermarkets. It is doubtful whether this approach, laudable though it may be, can continue indefinitely. Some sort of reappraisal or rationalisation seems to be required. The three stage approach – market, mission and resource analysis – can help clarify matters. He further states that the libraries have rich resources at their disposal – prime sites, special (and sometime) unique collections, archival and historical materials, databases, and highly marketable professional skills. They have one other asset that usually many business firms lack, which is the goodwill and respect of the user community at large.

By using the total product concept model as suggested by Aaker (1988), Cooper (1991) has identified four levels of product applicable in the library environment:

1. Generic product (do or die) e.g. card catalogue – a general product applicable to all libraries.
2. Expected product (do or decline) e.g., accession list – basic value added product.
3. Augmented product (match'em) e.g. SDI – reduce costs or provides extra benefits.
4. Potential products (Beat'em) e.g. business intelligence, dial-in facility to the library catalogue and other databases – new innovative information package.

Cooper (1991) further says, "Giving your information products a brand name and logo will help to promote your services. It will raise the perceived quality and reliability of your products". Librarians need to become "info preneur" – a term coined by Weitzen (1989), who identifies seven key ways "to turn data into dollars", but which can be applied to any in-house information service. We must, as a part of our basic service therefore offer: (i) speedy delivery; (ii) confidentiality; (iii) comprehensiveness, depth; (iv) the latest, up-to-date information; (v) packaged information to save time; (vi) ease of access; and (vii) quality through price, appearance, the little things that can be difficult to promote measure.

Moulton (1981) posits that idea that, unlike products, many services cannot be stored on a shelf, but must be created when the user demand arises. Some creative thinking may be needed to solve the time dimension of service; for example, some barriers create an inventory to reference service in the form of "pathfinders" or bibliographies that respond to frequently asked questions. According to Dragon (1979), it has been difficult for libraries to withdraw from market products that have outlived their demand. Weeding is notoriously neglected. Wood (1983) states that an intangible product, such as information and ideas, is often indistinguishable to the customer from the purveyor of that product. Thus, without good people at the point of interface, a library may not have enough repeat customers maintain its chosen market position. According to Brownlie (1985), the significance of services is the relative dominance of intangible attributes. Hannabuss (1983) says that since the marketing relationship works best when the value of the product is commonly understood between provider and user. This intangibility affects the exchange relationships upon which service marketing is used.

Kotler (1997) recommends that, while designing a product, the marketer has to consider the product at three levels. At the fundamental level it is the core benefit, which satisfies the basic need of the customer. In real terms, every product embodies a want satisfying service. In a library, the core product is the information content of the books. If we try to answer the question why one borrows a book, it would guide us to the core library product. In case of literary books it is the exciting experience, in a chemistry handbook it would be the know-how of chemical synthesis, and in a library catalogue, it is the guidance for reaching a destination, in this case, a reference which leads to a book. Theodore, Levitt (1960) clarified the meaning of core product by giving an example, 'purchasing agents do not buy quarter inch drills, they buy quarter – inch holes'. It is clear from the example that the final benefit is the core product, and it needs to be understood from the consumer perspective. The responsibility of marketing manager is to sell the benefits to satisfy the wants and needs of the consumers.

According to Kotler (1997), the second level of product which needs consideration of managers is tangible products. Books, audio cassettes, video cassettes, microfilms, floppies, compact disks are all tangible products. The immediate question is 'what about services which are intangible?' In fact, there are neither totally tangible products nor totally intangible services. A product comes with a bundle of services and the physically a product by itself. They exist on a continuum (Grönroos, 1991). For example, a cubicle in a library is a physical entity but is meant for a service of providing privacy while reading and writing. On the other hand, if one considers an e-mail service provider, like VSNL, Telnet, RPG Sprint or Hotmail, these are intangible. What one can see is some screens and frames, but they provide the electronic connectivity.

Kotler (1997) tells us that the third level of product is an expected product, i.e., the set of attributes of the product that a consumer normally expects. In a photocopying

service, a wrinkle free and a clear photocopy on a white plain sheet may be an expected product. In an institutional library, the collection is expected to have a focus on the institutional objectives and the areas of interest. The fourth level of product is the augmented product, which refers to the attributes that meet the desires of the consumer beyond their expectations (Kotler, 1997). Provision of a photocopy facility for the readers or installing an on-line access catalogue are some examples.

In most of the cases, the augmentation differentiates the products from those offered by the competitors. The fifth level is the potential product, which includes the augmentations and transformations that can happen in the product offerings in the future. To be successful over a period of time, an organization must continuously research and develop the product, monitor competitive offerings, observe technological changes, market dynamics and so on (Kotler, 1997).

3.4.2.3. Quality of library services and products

Caro (1990) says that information acquisition, as an end in itself is a useless and costly activity. Only if this information can be processed appropriately and made easily accessible to users-the decision makers-the expense of information gathering is justified. Only then does the data become knowledge and only then does it provide the sort of competitive edge both public and private organizations seek. The provision of the service must be based on the needs of users rather than on the ideas of professionals; therefore the pattern of service provided by each library could and should be different. Improvements to the service result from broadening the range of needs satisfied which implies an increase in effectiveness rather than simply in efficiency. Change will be an important feature of the service since user needs change, and therefore the nature of library service created to meet those needs must also change (Coleman, 1984).

According to Forty (1990), most of what we have to offer in libraries are services, and services are so intangible that they are difficult to describe. Buyers of services cannot judge the quality of service prior to purchase, so the reputation of a service provider if often a key factor in the buyer's decision. Blake (1992) states that once users start using information, the benefits encourage them to come back for more and more. Information can become addictive-the more you use the more you need to use it. Smith and Saker (1992) mention that the disparity of activities and services offered among libraries are highlighted in many research findings.

For marketing activity to become established and effective, it is essential that the service being offered is quality defined so that an appropriate marketing message can be developed. Marketing objective is needed for each separate product/ service offered, identifying the customer focus, the range to be preferred.

3.4.3. Price

The question of whether or not, libraries or information centres would charge fees for information services, has been widely debated. Earlier, librarians have exposed the position of equal access to information and asserted that the charging of fees, including those services utilising the latest technology, is discriminatory (ALA, 1981). Gennaro (1973) argues that the case for gaining information services to the user fee is theoretically sound in the traditional library context, but there are practical difficulties. Stone (1983) says, "fees have been seen as a contradiction to the basic principles of a free library service or equal access to information. Although a library is not expected to ever set a price to cover costs. With the addition of on-line and other expensive services, the issue of fee has become one of the most discussed current library issue. Libraries are faced with choices among alternative approaches". Wolinsky (1983) states that some librarians feel uneasy about imposing user fees and charges for services and therefore, may hesitate to introduce services, which have financial implications. Paying for information services is a relatively new phenomenon and there is considerable market resistance to putting money down for this type of product. Librarians must address this resistance head-on and attempt to convince potential users that information services provided in recent times are indeed different from the traditional library services.

3.4.3.1. Rationale for pricing

According to Broadbent III (1981), in all types of libraries and information providing institutions, there is a rising tide of user fees for information products and services. Old assumptions that information should be provided without cost to the user are under increasing scrutiny as organizations struggle to meet ever-increasing demands for service with steady or declining resources. Thus, development of pricing policy is becoming an important area for decision making by information product and service managers. Buhman (1983) observes that the tradition of equality of access is important, but few libraries, even the largest research libraries, can be totally self sufficient and satisfy every requests in terms of its in-house collection and basic services. Information as a commodity exists with an established monetary value and is available to those who wish to pay the price. In fact, with the advent of on-line bibliographic and information retrieval systems, librarians have been forced to redefine their services on both operational and physical levels. Redefinition is not an easy matter. Not only is there reluctance to amend the policies of the past – ensuring the information availability to everyone regardless is a very complex matter. With their relatively high costs and the case of determining the direct charge from the vendor, the fees for on-line services are unique in their purpose. They are not merely for special services, but more importantly they are for "information". The library administrators should make conscious decision about whether these information services should be off-set by direct or indirect charges or by some combination of these methods.

Leisner (1986) argues that the library is not free and price is always an issue. The cost to the library is the price to the user, and each library service has a price and a cost. The question of "free of fee" falls flat if nothing is really free. Coote (1993) puts it bluntly, "There is no such thing as a free service. Someone pays, directly or indirectly", Rasab (1991) says that price may be an actual cost to users if it is a service which charges or perhaps the cost to an organization to maintain its information service. Smith (1993) stresses that someone has to make a decision about paying for information whether it is delivered as the spoken word, written or printed form, or in a digitally encoded format. The whole question of value becomes philosophical as in many people's minds information is "free". Arnold (1989) notes that information often costs more than raw data as value has been added in the form of indexing, abstracting, compilation, graphic representation, etc.

Blake and Perlmutler (1977) state that as the library and information community becomes more involved with on-line services, it is vital to consider the potential for inequality. On-line services can obviously be useful in reducing the disparity between the 'haves" and the "have nots" in terms of information access, but fees for service may introduce a new kind of disparity, in terms of ability to afford services. Charging fee for services poses some ethical dilemmas for librarians. Crompton and Bonk (1980) review the problems in pursuing price objectives for library services.

Buhman (1983) is convinced that the libraries which on principle refuse to assess charges for special services may experience substantial difficulty in implementing, maintaining, and administering such services. On the other hand, if the user is required to pay all costs incurred, both direct and indirect, then the use of these services will be limited to those who can afford costs, either personally or through some form of subsidy. Therein lies the danger of creating an information elite by defined by the ability to pay. Buhman (1983) further states that libraries are finding that their funds are drastically shrinking due to inflated costs or budgetary cut-backs. At the same time, libraries are attempting to assimilate new technology capable of providing greater access to information to a greater number of people. Whether the new technology is considered to be need or a frill, it is becoming increasingly important, even to develop alternative forms of financing.

Rasab (1991) observes that until recently, the issue of price did not affect many libraries except to make peripheral charges for overdue books, or for photocopying. More recently, it has become much more common for libraries of all descriptions to charge for multiple services, therefore, the issue of price is far more relevant than it appears at first. Drake (1984) expresses the idea that the economics of the new technologies will make it difficult, if not impossible, for many libraries to offer services at no charge. According to Cronin (1985b), the commercialisation of information has created a new set of problems for libraries. Information is business – big business – and the character of the information marketplace has changed radically in recent years. As more information, particularly information to which value has been added, is made available in electronic form, library budgets will experience additional pressure. Raven (1991) supposes that the question of tariffs will have to be reviewed

and difficult choices made. It is well documented that many people are deeply suspicious of anything purporting to be free.

Watson (1978) offers the following reasons for charging user fees against the provision of information services:

- Information services, even though educational, are generally optional and personal, and as such the primary beneficiary should bear the burden of the cost.

- The on-line information search is highly personal, usually of interest specific to person making the request, and economically demands a much higher cost since it has no distributing characteristics.

Budd (1982) explores the pros and cons of charging fees for on-line searching and notes that charges vary widely from one institution to another. Kibirige (1983) presents an overview of pricing principles, price theory, cost concepts, and business pricing mechanisms. Kibirige's research found no statistically significant differences in attitudes towards fees among information users. He concludes that fees were not a deterrent to library use. Norman (1989) states that despite of the fact that the practice of charging for library materials and services continues to be an emotionally charged issue at professional meetings, the controversy has not deterred libraries from charging for certain items. According to Buhman (1983), many libraries are no longer totally free from charges for services. Fee exists in varied forms, such as charges for membership fee, inter-library loan processing, fines for overdue materials, photocopy charges, on-line search cost etc.

Smith and Saker (1992) state that traditionally, core library services in the form of book loan, etc. have been essentially free, with a price imposed only in the form of membership fee, fine for overdue items, photocopy charges, etc. However, library managers have been rethinking the whole issue of charging especially for the provision of non-traditional services such as on-line services, value added services like CAS, SDI, e-mail, digest services, information alert services etc. Purcell (1990) observed that in real terms the revenue from the various chargeable services is negligible in relation to the typical library's operating budget, but these charges do at least have the effect of deferring frivolous requests, and to some extent they offset administrative costs. The levying of charges can work in two directions: it brings home the fact that libraries are not free resource; it can also inhibition use.

According to Condous (1983), the fee for services will depend not only on the cost of the services, but on the price that the market is willing to pay. Before any pricing strategy can be established, user responses to different levels of charges must be determined. Shimpock – Vieweg (1992) stresses that the total cost, both fixed and variable, must be ascertained to determine which service are viable options. The librarians should also know what percentage of the organization's total budget library expenditure represents, as well as the true cost to the organization of running a library including all overhead expenses. They must know what it costs to create and provide

services and products, whether we are seeking an internal or governmental subsidy or are charging our customers. White (1989) makes the point, "there is money for whatever is important enough to do".

Moulton (1981) says that library's fee structure is often based on other than economic factors, the most common being a psychological barrier against charging for library services. Fee structure can be flat or graduated. When initially setting billing rates, one has to be aware of the economic concept of price elasticity – that is, the demand for services will vary with the price charged. In this regard, competitor's fee must also be analysed. The key question here is what objective does the organization or the library have in setting its billing rates: is it for profit maximization, market penetration, or customer satisfaction? Whitehead (1978) has provided some guidelines for the pricing of information services. Forty (1990) states that libraries that are charging fees for services have some obvious indicators of price. Are the fees set to generate income, provide some measure of cost recovery, or discourage abuse? Photocopy machines provide some revenue, but typically only recover costs. Overdue fines are pure revenue, and discourage abuse.

McCarthy (1992) says, "The price is an issue over which you may or you may not have control. You may be treated as a cost centre or you may be attempting to generate revenue. Charges may be imposed on a time basis or may be allocated to various departments according to usage. If you do have control over charging, it may be worth experimenting to see how changes in price affects usage and perception of your services". Smith and Saker (1992) point out that one of the most interesting challenges in managing the marketing mix for a library service is how to handle the pricing policy. The pricing of services is perhaps the most contentious element in the whole of the marketing mix. All the other elements of the mix involve cost. Pricing directly influences revenue.

Norman (1982) states that the price variable may involve non-monetary aspects as well as actual charges. Monetary considerations include fixed costs, variable costs, and pricing objectives such as cost recovery, profit, or attracting users through low or no cost. According to Moulton (1981), setting the price also involves an estimate of the price elasticity, that is, how demand for the service will change with the price. If a lower price attracts more customers, the additional customers may generate more revenue than fewer customers at the higher price. Usually, prices are not set according to the dictates of economic theory; rather, pricing this far has been an art, and pricing decisions reflect a blend on intuition, past experience, and analysis. It is difficult to establish a relationship between price and quality demanded. However, attempts have been made to establish such a relationship and several models have been employed to estimate it. A number of economic relationships exist throughout the marketing of information products and services. Obviously, any price change would have an effect on the use of the products and services. A simple approach to the evaluation or pricing is merely to observe the prices of a product or service over the years and note how price changes affects the quantities ordered or the extent of use of a service (King, 1982).

3.4.3.2. Pricing strategy

Johnson and Rothberg (1985) define pricing strategy as "the task of defining price range and price movement through time to support marketing objectives and product positioning for a target market. There are two basic approaches to pricing, those of price – taking and price – making. Price-taking is reactive, charging what the market will bear. Price-making is marketing". King (1982) states that the pricing decisions of each product/ service is based upon the pricing objectives of the organization: profit maximization, cost recovery, cost plus basis, subsidy or nominal cost, and pricing to discourage frivolous use.

According to Arnold (1989), the pricing strategy for each product depends on the life cycle stage of the product. Before we can set a price, we must weigh several factors such as 'how to make pricing structure 'look good' or 'make sense' among the other products we offer. What our revenue target is for each product ? Finally, pricing gets tied to strategic issues. Cooper (1991) observes that the information manager should decide the charging strategy for each product/ service – complete subsidy, partial subsidy, only the direct cost or full cost recovery. This strategy should be decided in line with one's organization's policy – above all, a strategy must be adopted which will encourage access to information but inhibit waste, abuse and duplication, and still enables one to provide the services outlined in one's strategic plan.

According to Johnson and Rothberg (1985), determining the fair market value of a given service is often difficult, and the purpose of the library's pricing strategy must be determined and kept constantly in mind. Does the library want to break even? To recover cost? To make a profit? Arnold (1989) states that the learning curve for a new product is expensive, so that one has to set a price high enough to stay in business but not so high that one's customers will beat a path to one's competitors door. The more you make, the cheaper your production costs. You can cut prices to gain market share or you can cut prices to gain market share or you can raise prices to increase your profit. Schmidt (1987) recognizes information as a marketable commodity and presents four basic pricing strategies.

According to Cronin (1985c), there are many options: direct cost pricing, full cost pricing; demand – based pricing; value based pricing; competitive pricing; loss-leading pricing; and marginal cost pricing. If libraries are to function as information access channels for users, there may well have to be curtailments in traditional services and/ or the introduction of selective charging, based upon careful analysis of local needs and conditions. According to Moulton (1981), another pricing consideration is the price structure, which might include flat fees for some products and graduated fees for others.

Hilker and Gee (1985) have identified several pricing strategies:

1. Relevant range pricing: this means that certain products can only be sold within a specific pricing range regardless of the cost of producing the product.

2. Competitive pricing: we do what the other guy does, this is sometimes called "me too' pricing.
3. Undercutting: we price lower than out competitor.
4. Demand-oriented pricing: we charge whatever the market will pay.
5. Cost-mark it up a specific amount. We always get our margins.
6. Predatory pricing: we charge as little as possible.
7. Skimming: we charge as much as we can.

Pricing is a dynamic, multi-stage process in which, theoretically, the pricing objective, as determined by the management with the organization's overall goals in mind, produces pricing policy, which in turn, is translated into pricing practices. Zais (1977) presents several options for librarians who are considering charging for information services. He discusses the practices of pricing strategies such as cost-based pricing, demand-based pricing, and competition – based pricing, and explores the impact of average-cost pricing, price discrimination, marginal cost pricing, and price elasticity. Broadbent III (1981) has categorized the pricing strategies based on two main objectives: (i) pricing for organizational objectives which includes profit maximization, cost recovery, market incentivization, and market disincentivization; (ii) pricing for market structures which includes cost-oriented pricing, competition – oriented pricing, and demand – oriented pricing. Examples are given indicating where, when and how these pricing methods can be applied in libraries.

3.4.4. Place

Purcell (1990) observes that a library has to consider the best means of making materials and services available to its patrons. In the marketing mix, "place" is concerned with where, when and how libraries offer their services. Hence, it relates to the distribution mechanism and outlets used by an organization to bring its services/ products to its various target groups. Forty (1990) advises librarians to think of distributing the products in a creative manner. According to Weingand (1983), 'of the "4 Ps" of the marketing method, distribution is frequently given the least direct attention. However, for those seeking to affect the library's future in an innovative manner, the possibilities of creative distribution offer a real challenge and, perhaps, the "best shot" at effectively dealing with tomorrow's world'. According to Ellas (1981), the best researched market, supported by an equally fine advertising and promotional campaign, will be useless unless the prompt and efficient distribution of the product can be accomplished. Marketing without distribution is failure.

Therefore, in the marketing mix elements, 'place' refers to the accessibility and distribution channels of the library – how materials are distributed, ease of access, and hours. Sometimes, a little adjustment in this area can mean a world of difference to library users.

3.4.4.1. Distribution channels

McCarthy (1992) says, "Place also incorporates all the distribution channels – e-mail, fax, post, etc. – the way you get your information the person who wants it. According to Cronin (1985b), it has been established that location, accessibility, atmosphere, and so on, all play part in shaping user behaviour and attitudes. Increasingly, efforts are being made to take the library and its product/ services to a place, which is convenient to users and provide services at the right time and in the right format, which are convenient and suitable to users.

Purcell (1990) observes that gradually, there is evidence of a shift from a centralized to a decentralized policy of service delivery within the library profession. This is in keeping with the move away from a service or product centered to a user-centered management philosophy. There is a willingness to take the product to the user, rather than wait passively for the user to come to the service providers. Middleton (1981), for instance, speaks of "libraries without walls", implying that the librarian may no longer be identified with, and tied to, a particular service point.

Weingand (1977) discusses the problem of fitting the product to the user. His discussion stresses the fact that different markets require the same product in different combination. He suggests that separate channels are important because different qualities will be required by different markets, people's responses to promotion differ, people's responses to price vary and geographical differences may create problems. He suggests that such situations require a multi-marketing organization providing each segment with a distribution channel that best suits its needs. Norman (1982) states that products need to be available to users in a place, format and mode, which is convenient to them. Likewise, ease of access to materials or services are important considerations for user satisfaction. According to Gallimore (1988), the spread and ease with which people can find the information they want help to create gives a positive image of the service to users.

Weingand (1983) states that innovation in the channels of distribution is only bound by the limits of imagination, creativity, and money. Technology offers entrance into new modes and new patterns of thinking and delivering that may well make fundamental changes in how libraries operate. How the library plans to make its services available to its clientele is the crux of the distribution decision. There are many factors to consider, including quality of service, time, and distance, convenience, priorities, format and technology and client attitude. Shimpock-Vieweg (1992) expresses similar views: "The methods available for providing information to users are limited only by finances, the creativity of the searchers, or the time needed for delivery. The channels of distribution can range from the telephone or computer terminal to standard circulation and inter-library loan procedures. These things change rapidly with new technological advances". According to Wind et *al.* (1978) the three most highly valued attributes of service important to a library are:

1.   Nature of output or product;

2. Output/ product format; and
3. Speed of obtaining information.

All of these functions relate directly to distribution concerns and underscore the importance of distribution in the total marketing effort.

Weingand (1983) suggests that we must give serious consideration to creating more time-effective distribution channels. The less time a library client is required to spend in pursuit of an information need, the higher the level of service and the degree of potential user satisfaction. Time can be approached from three perspectives: the time expended by library staff to provide the information; the time expended in overcoming the physical distance between user and service; and the real time that library service is available to the user. These perspectives describe a highly important concept: convenience. If the library is convenient to the user, then one aspect of access has been satisfied. He further observes that time and distance are no longer significant factors as the utilization of telecommunications technology renders them meaningless as obstacles to user convenience. According to Ellas (1981), in an era where communications are accomplished with the speed of light, the physical movement of property is costly and erratic.

Weingand (1983) further states that format can be considered in two aspects:

1. As media format – i.e. video, audio, film, microfilm, computer software, or print, which can be host to information content.

2. As structure for service delivery – i.e. communication channels, which may take the form of cable television, interactive video and/ or computer networks, broadcasting systems, satellite transmission, videotex, and permutations and combinations of these modes.

Innovation in terms of channels of distribution allows new alternatives and options to continually emerge, but these channels must be developed in correlation with what users and potential users want.

According to Moulton (1981), the distribution channels that intervene between the producer and the user of a service must be carefully managed. The place component for library also has other dimensions; it includes not only the channels by which services are delivered, but other access issues such as convenience, time, and involvement of the user in the service delivery. Caro (1990) notes that the exponential growth of information, both in quantity and quality, demands innovation in delivery of information. Arnold (1989) observes that more information available electronically fuels innovation in delivery technology which, in turn, creates more ways for information to grow.

Norman (1982) says that if access to materials and services is inconvenient or presents an emotional problem, usage will be reduced considerably. Wilson (1977) says, "We

should never forget that the accessibility is the paramount course for library use. The law of least effort applies to library use. Bibliography is indeed complicated by geography, and only telecommunications, networking and computer communication can solve our problem". According to Jackson (1992), increased accessibility to information is facilitated by developments in storage, retrieval and delivery by electronic means. Drake (1987) stresses the need for establishing a network on campus that allows on-line access to the book and periodical catalogue and to selected commercial databases. This would allow the faculty and the research staff to access the library information from their office/ home. According to Norman (1989), use of co-operative networks and cable television are source of innovative ideas for providing access to information.

Virgo (1992) cautions that distribution decisions must be solidly based on an individual library's mission and goals. Each library must determine the level and quality of user services to be offered to each market segment in order to provide appropriate access. She believes that users should have the option of buying a higher level of services than that provided free to the general users. Atmospherics are also important at all distribution points because people evaluate what they can't see based on what the can see. She also points out that changes in technology and life-styles will provoke changes in delivery of library services.

3.4.5. Promotion

Forty (1990) states, "Promotion is how we go about informing and educating users about the library. It is what we do to remind users that library services are there. It is all the methods we use to persuade non-users to use library. It is how we inform our regular users where and when services are available". According to Edinger (1980), promotion has been considered the most important element in the marketing mix, because it increases both library visibility within the organization and management commitment to library resources. Lim-Ng (1985) argues that it is of no use to develop superior user-oriented information services, if users are not made aware of their availability. We need to encourage the users to think more positively of the nature of information and its importance to their work and to view the library as an indispensable service department, which is an asset to the organization.

Cronin (1985c) says: "There is little point in conducting market research studies, community profiling (user studies) exercises, or whatever, if the changes and improvements we institute are not announced to the public for whom they are intended. Promotion is an umbrella term embracing publicity, advertising, and public relations. Local circumstances, budgets and staff attitudes will determine the mix to be used, but the range of options available is wide".

The literature on library promotion is more extensive than on other areas. There is a considerably body of literature on the logic and practice of library promotion, which does not lend itself to easy summarizing.

3.4.5.1. Promotion methods

Dalton (1989) observes that the techniques used to inform, persuade and remind users about the library's services, products and image are advertising, public relations and publicity, promotion, visual merchandising (displays and exhibitions) and personal selling (personal communication), collectively referred to as marketing communication. Although, many librarians may use some marketing communication, exploit the role of communication and most of the attempts to build a positive professional image are inconsistent. Cronin (1984b) analysed, "Promotion need not be obvious or blatant. It can equally well be low-key and gradual (e.g. library user education and orientation programmes). Good service is a powerful form of promotion, and may in the long run prove more effective than more fashionable alternatives". Harrison (1982) notes that most library promotion "tries to be all things to all people"; using the 'blunderbuss' approach, it fires at everyone but actually hits very few people with the information they need.

According to McCarthy (1992), promotion is all a matter of reminding people that you are there and what you can do. There are four means by which you can promote your services: yourself, the library, the packaging of the products you offer and promotional activities,. You may also have specific objectives such as to launching a new services, reaching a new group of users, increasing the number of users in a particular area. You should set these objectives in such as way that they can be assessed – an important part of any campaign is to see whether you have succeeded. Shimpock-Vieweg (1992) has listed various promotional methods, which can be used successfully in the library. Leerburger (1982) has identified three major ways of promoting a library: "the published word", "personal contact", and "atmospherics".

Anderson and Rubin (1986) provide the framework for the five techniques of marketing communication – advertising, public relations and publicity, promotion, visual merchandising and personal selling – which can be implemented to promote the services and build the image of a profession, such as librarianship and information work. Anderson (1984) pleads with librarians to be flexible with their rules, especially in the area of over dues and fines, to aid in improving the librarian's image among the patrons. She cites studies that support her position and suggests that library policies be considered from the stand point of good public relations. Fritts (1985) advocates promoting library services aggressively. She provides checklists to review under such headings as: plan and target, access and measure, "communicate visually", "communicate verbally", and "programming". Her suggestions are designed to promote good public relations and library usage.

The foregoing discussion makes it clear that in general, promotion involves one or more, or all of the following methods to reach the clients:
1. Public relations
2. Advertising
3. Personal selling
4. User orientation programmes

3.4.5.1.1. Public relations

Public relations (PR) performs the important function of communicating necessary information to various publics (Marshall, 2001). Kotler and Fox (1995) define PR for educational institutions as "efforts to obtain favourable interest in the institution and/ or its programmes, typically through planting significant news about them in publications; through obtaining favourable unpaid presentation on radio, television, or in other media; or through the institution's own activities or events" (p.351). PR means establishing good relations with the community within which we function (Ross, 1977). The purpose of the function of the public relations is to help an organization develop and maintain a social climate or environment in which it can prosper best. "Good public relations, Ross adds, "is based on good performance and behaviour as seen from the public's viewpoint. In order to be successful, not only must the organization's internal operations be effective and efficient, it must manage its external relations effectively. There are studies by many authors such as Angoff (1973), Harrison (1982), Kies (1987), Kinnell (1989), Kohn (1981), and Usherwood (1981), which provide step-by-step guides on how to do public relations and publicity.

Dalton (1989) has identified three categories of PR communication techniques:

1. Printed communication such as press releases, library newsletters, guides, annual reports, book lists and bibliographies and posters, which draws attention to materials, services and events in the library.

2. Visual communication, which includes techniques, such as direct mail, advertising campaigns, correspondence and gimmicks.

Eldredge (1983) suggests that positively worded signs can give information without being offensive. For example, instead of 'No smoking', one might anticipate co-operation with 'Thank you for not smoking'. Frisch (1983) stresses the need for a strong public relations programme in all types of libraries. He urges the librarians to sell the library to users and non-users honestly and creatively. He further says that "from the person behind the check-out desk to the chief librarian, staff play an integral part in public relations by simply being courteous to patrons or becoming actively involved in library publicity – letting the public know what the library has to offer". He further highlights the importance of effectively designing and distributing various in-house publications such as the library newsletters, the annual report, and various other printed materials such as flyers, posters, brochures, bookmarks, etc. to create publicity as these pieces are valuable carriers of the library's promotional message. Public relations consists of 'what you are and what you do, more than what you say". Alvarez (1979) states that all library staff are involved with public relations and that good public relations come as a by-product of effective service and human relationships. Public relations call for treating the patrons with positive attitudes, friendliness and courtesy, and trying to give them the best possible service. He defines

the role of the chief librarian in public relations and identifies inexpensive ways to improve services.

Thus, PR is a marketing communication tool, which helps to establish and maintain two-way communication and cooperation between an organization and its various publics.

3.4.5.1.2. Advertising

According to Edinger (1980), "Advertising refers to the effort to stimulate demand for a product or service by conveying significant information to the community through various means". Coote and Batchelor (1997) states that the purpose of an advertisement is to persuade people to act, by contacting you to talk about how you can help them. If an advertising campaign is carefully planned, targeted, designed, carried out over the right time span and properly resourced, it can, for example:

- create awareness of the LICs (library and information centre) name, its offerings and expertise;
- help to cement the LIS's (library and information services) place in its intended market place;
- offer a relatively inexpensive way of reaching lots of customers; and
- act as a reminder that the LIS exists.

According to Dalton (1989), "advertising, used advantageously, should create a favourable attitude and positive image towards the library and information profession. Two possible avenues of advertising which the librarian could exploit include direct-mail advertising and yellow-pages directory". Ultimately, the benefit of advertising for the library and information rests in the words of Stigler (1961), "Information is a valuable resource … advertising is the obvious method which reduces drastically the cost of search … and it is an immensely powerful instrument for the elimination of ignorance".

3.4.5.1.3. Personal selling

Personal selling is a proven way to gain immediate attention. The importance of regular contact with users in the provision of effective information services has often been stressed by Evans (1973). Edsall (1980) notes that the best "medium" for library promotion is its staff. Courteous, efficient, and knowledgeable staff members, who treat each user as a guest while also providing quality service, are the library's ultimate public relations "gimmick". Purcell (1990) echoes similar views, "The most effective way to promote any library is through a personable, courteous, efficient, and knowledgeable staff. The image of the organization is very much influenced by its personnel".

Faibisoff (1983) and Dragon (1984) state that the personal communication is the least expensive but most powerful advertising medium available to the library in their own staff. A helpful, friendly staff is the best public relations for any library. The authors have given a list of low – cost or no-cost ways to use personal communications to effectively promote the library. Wolinsky (1983) says, "People who do not comprehend a product do not feel a need for it; personal exposure to the product overcomes this barrier. Marketing finds that the personal approaches to exposure are the most effective. Personal selling or personal visit facilitates attention and comprehension". After surveying six institutions, Markee (1982) concludes that word-of-mouth and orientation programmes for new staff are the most effective promotional methods.

3.4.5.1.4. User orientation programmes

Ducote (1983) says that promotional methods include tours and orientation which are intended to familiarize patrons with the library in the hope that they will return again and again once they know what the library can do for them. Barnum (1983) advises librarians to use tours in conjunction with special events (visit by VIPs, workshops, meetings), as part of new employee orientation, and offers them to as many new patrons as possible. A few tours and orientations can make the use of your facility easier and more pleasurable for both user and staff.

Therefore, the basic purposes of promotion are to:

- Attract and hold the attention of the library clients (both potential and existing).
- Make the clients aware of the product or services and the library providing it.
- Position the product or service and the library in the minds of the present as well as potential clients in a unique and favourable manner.
- Constantly reinforce the message on the clients.

Moreover, given that the nature of a library is that a social and service institution educating the clients becomes an important promotion tool, particularly about how to use the library and how to use the new information technology available in the library. Therefore, educational and training programmes may have to be organized for clients to help them make the best use of the library or the information centre, and of the new information technology. Teaching, participating in educational programmes of academic institutions and community organizations and conducting short training programmes for clients become major promotion activities of librarians and information managers.

3.5. The "4Ps" inadequate: extension of the Ps

These four Ps were simply considered as the gospel of marketing, but few guidelines or techniques are offered to help facilitate implementation (Houston, 1986; Kohli and Jaworski, 1990; Lusch and Laczniak, 1987). Moreover, the traditional 4 Ps just

represents the standard marketing mix, but this does not realistically cover the broader aspect of marketing a service. Besant and Shrap (2000) also state that since the 1960's, the four 4Ps have been the corner stone of marketing concept-so clean, so neat and so inappropriate. Many authors have commented on the need to increase the number of Ps to 5 Ps or 7 Ps. For example, Forty (1990) suggests one more P *Perception* in addition to the traditional 4 Ps. The author says, "Perception is the most important of the five "Ps". With services, especially, contact personnel are the product. Your reputation in general is terribly important. Even if the other four "Ps" are great, how the market perceives you, your staff and the library, are going to mean the difference between success and failure". Leisner (1986) says, "there are two more Ps, but little is written about them. They are *"politics"* and *"public policy"*. Grönroos (1994) asserts that the 4Ps had outlived their usefulness-that they were not applicable to all markets, nor to all marketing situations. Further, he asserts that the 4Ps represent the paradigm of the 1950s and 1960s and may not prove useful in the hyper competitive environment of the 1990s.

Booms and Bitner (1981) provides a modified idea and expanded marketing mix for services consisting of seven Ps: product, price, promotion, place, people, physical evidence, process. Zeithml and Bitner (1996) also argue that 'four Ps' are inadequate for service marketing context. The main contention is that usually services are produced and consumed simultaneously. Service delivery personnel of the organization and customers frequently encounter each other. Further, due to intangible nature of services, customers look for additional clues for understanding the nature of service. These things logically lead to the conclusion that communication has a major impact in the service. The traditional 'four Ps' framework needs to be expanded by adding three more elements which can be controlled by the service organization for satisfying the customer. The additional service marketing mix elements are: *people, physical evidence* and *process*, which will have to be effectively managed. The perceived quality of the service often revolves around these additional Ps. As services are provided by people, the quality of the staff will go a long way in determining the quality of the service offered. Elements such as the recruitment and subsequent training of staff are vital to the promotion of service. This is reinforced by the process or systems that are used by the staff. Unless the system works well, and locate the book quickly, the staff will be hindered in providing the service and the quality of the product diminished. These are facilitators and should be arranged in such a way so as to allow a customer to consume a service efficiently. The final element is the physical evidence, which is apparent to a customer. Smith and Saker (1992) state that basically customers make judegments about the quality of the service they are receiving on the basis of items such as the state of building, and the furniture and fittings. Fine (1990) suggests three more Ps – *producer* (marketer or source of the promotion), *purchaser* (those to whom it must appeal), and *probing* (research). According to Fine, this expanded model provides the broad framework needed to prepare an effective plan.

3.6. Expanded marketing mix for services

Because services are usually produced and consumed simultaneously, customers are often present in the organization, interact directly with the service delivery personnel, and are actually part of the service production process. In addition, because services are intangible, customers will often be looking for any tangible cue to help them understand the nature of the service experience. These facts have led services marketers to conclude that they can use additional variables to communicate with and satisfy their customers. For example, in the hotel industry the design and decor of the hotel as well as the appearance and attitudes of its employees will influence customer perceptions and experiences (Zeithaml and Bitner, 1996).

Acknowledgement of the importance of these additional communication variables has led services marketers to adopt the concept of an expanded marketing mix for services. In addition to the traditional 4Ps, the services marketing mix includes: *people, physical evidence*, and *process*.

3.6.1. People

'People' in the marketing mix elements refer to 'all of human actors who play a part in service delivery and thus influence the buyer's perception; namely the firm's personnel, the customer, and other customers in the service environment' (Booms and Bitner, 1981). The front-line employees and the personnel supporting them from back stage have considerable influence on the success of service organization. Many times the person with whom the consumer is having an encounter with the organization is the front-line employee, providing the service, i.e., 'the offering is the employee'. In services (especially, "high contact" services such as libraries, restaurants and airlines) because of simultaneity of production and consumption, the organization's personnel occupy a key position in influencing customer perceptions of product quality. In fact, they are part of the product and hence product quality is inseparable from the quality of the service provider (Grönroos, 1994)*.* It is important, therefore, to pay particular attention to the quality of employees and to monitor their performance. This is especially important in services because employees tend to be variable in their performance, which can lead to variable quality. Hence, selection, training and motivation of employees to deliver service, are direct investments in the service development. This then is what Grönroos (1982) calls *internal marketing*.

3.6.2. Physical evidence- the concrete evidence and experiences

Physical evidence is the environment in which the services are delivered and where the firm and the customers interact (Zeithaml and Bitner, 1996). It also includes any tangible commodities that facilitate performance or communication of the service. It is an important element that needs to be designed for effective marketing of services. Physical evidences that makes misleading promises or are inconsistent with the delivery of the services would create dissonance in the minds of consumers and adversely affect consumption and consumer satisfaction. For example, a well lighted

reading hall, properly stacked book shelves, spacious layout of the reading rooms, stacks etc., would have a strong impact on the reader. Shimpock-Vieweg (1992) argues that improvements in service or promotion will not result in increased library usage if patrons dislike the library buildings or its layout. Alsmeyer (1979) says that the atmosphere in the library should be warm and inviting, cool and quiet and it should be a place where information needs are met readily and pleasantly. Simon (1992) notes that our libraries present us with excellent opportunities to use our buildings to attract users and showcase our collections and services. Yet, few librarians have ever taken the time to analyse available space for marketing possibilities. Instead library space is taken for granted except when problems exist. The entrance of the library should provide both a physical and psychological transition from one environment into another. It should tell a visitor about the library, make the visitor feel welcome, and beckon the visitor to enter and feel at home. If a first-time user feels unwelcome before entering the building, how likely is it that he or she will want to return? Conscious exploitation of our buildings' considerable marketing potential gives us an opportunity to attract non-users into them for the first time. If they leave the library with some needs satisfied, the likelihood of a repeat visit is increased. It is at that point these users will begin to understand the importance of the library and its value in fulfilling their needs and wants. Dragon (1979) is convinced that it should be possible to create an atmosphere so appealing that patrons will enter to browse and exit with books. Shimpock-Vieweg (1992) observes that the emphasis on library facility may require spending time on items librarians initially feel are of less importance. Yet, constant re-shelving, shelf reading, and library clean ups are important. Users who are unaware of the extent of library activities may mistakenly believe that the library staff is lazy if the library is cluttered, while others will simply limit their time in the library and turn instead to competitive services.

There can be three types of usage of *servicescapes* (Bitner, 1992) (physical environment where service delivery is taking place) based on the nature of delivery of service. These are: (i) self-service, (telephone booth, automatic teller machine counter); (ii) interpersonal services (library, bank, school); and (iii) remote service (electronic mail service, telephone company, electricity branch). The *servicecape* needs to be designed based on the nature of service. The environmental dimensions that makeup the *servicescape* are ambient conditions, physical layout and functionality, and signs, symbols and artifacts. These dimensions influence the beliefs, emotions, and finally the consumers' response towards the facility.

3.6.3. Process- course of action in service delivery

In the marketing mix elements, "process refers to the actual procedures, mechanisms, and flow of activities" used to deliver the service (Zeithaml and Bitner, 1996). With the increasing awareness of total quality management, there is shift from just considering the outputs for evaluation to focus on the processes that produce the outputs. The philosophy is that if the processes are set right and followed correctly, the output will be automatically within the acceptable limits. This shift in thinking is itself difficult to implement, but organizations are slowly moving away from output

orientation (*service outcome*) to process orientation (*service process*) (Gorchels, 1995). Especially, in service organization the output variability is higher and difficult to standardize. To make the service delivery uniform, managers in the service organizations should concentrate on process control. Many times consumers experience not only the final service, but also several of the steps in the delivery of that service. For example, in a service situation (For e.g., in libraries, rush of customers at circulation counter during peak hours, or all of sudden) customers may likely to have to queue before they can be served and the service delivery itself is likely to take a certain length of time. Librarians, therefore, have to ensure that customers understand the process of acquiring a service and that the queuing and delivery times may not be acceptable to customers. These factors need to be designed carefully to provide elements of quality rather than the otherwise of it.

3.7. Building relationships with customers: contemporary marketing approach
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Today, marketing is no longer simply about developing, selling and delivering products. In the past, the focus of marketing was on finding new customers to make the sale. Organizations have begun to realize that it is a lot cheaper to retain current customers than to attract new ones. This has led to a focus on ***relationship marketing*** (RM) that involves working closely with customers to build lasting relationships over time. RM is progressively more concerned with the development and maintenance of mutually satisfying long- term relationships with customers. RM is probably *the* major trend in marketing (Mattson, 1997). It is a leading topic of discussion at academic conferences, seminars and workshops, in journals, the subject of specialized chapters in marketing texts as well as full texts by major marketing writers (e.g. Christopher et al, 1994). According to Egan (2001), devotion to relationship marketing is growing, indeed getting up a real "head of steam", with academics seemingly leaping abroad with "lemming- like abandon" (Brown, 1998).

The term "relationship marketing" is a rubric contributed by Berry (1983), carries with it a strategic shift in managerial thinking, from extracting value from *transaction to developing mutual value through relationships* (Ballantyne, 2000). In professional literature, there is no agreement on a common definition of relationship marketing, even though most of the definitions have common denominators. A rather comprehensive definition states that: "Relationship marketing is to identify and establish, maintain, and enhance relationships with customers and other stakeholders, at a profit, so that the objectives of all parties involved are met"; and "that this is done by a mutual exchange and fulfilment of promises" (Grönroos, 1990; Hunt and Morgan, 1994; Sheth and Parvatiyar, 1995). *Promise concept* is an integral part of the relationship marketing approach. An organization that is preoccupied with giving promises may *attract* new customers and initially *build* relationships. However, if promises are not kept, the evolving relationship cannot be *maintained* and *enhanced*. Fulfilling promises that have been given is equally important as means of achieving customer satisfaction, retention of the customer base, and long- term profitability (Reichheld and Sasser, Jr, 1990).

Relationship marketing differs from transaction marketing in that the focus is on *relationships*, rather than individual *transactions*. Perhaps one way to encapsulate the difference in emphasis between traditional and relationship marketing is in terms of measures of success. In traditional marketing, market share is used to assess marketing success, whereas relationship marketing measures customer retention (Rowley, 2000). Grönroos, (1991) suggests that all marketing strategies lie somewhere on a spectrum from the transactional to the relational. A further difference between traditional and relation marketing is that the earlier role of marketing was to create customers, where in relationship marketing the emphasis is on customer retention.

According to Rowley (2000), "library and information services recognize the importance of establishing an appropriate relationship with the customers as is evidenced, for example, in public libraries through an emphasis on customer care, and in academic libraries through the appointment of subject specialists. This commitment to services is well established. Nevertheless, some of the ideas from relationship marketing offer new perspectives".

Besant and Sharp (2000) note, "All libraries, not just public libraries, have been inept marketers. Traditional library marketing methods are mired in transactional muck; the number of items circulated, the number of searches performed, the number of documents ordered and so on. The transactional marketing approach places the emphasis on quantity versus quality; on the product rather than the customer. Relationship marketing emphasizes customer retention and long term relationships." They further state, "Libraries are built around relationships with booksellers, database providers, library consortia, and of course, our customers. Customers are why libraries exist. It follows then the way to create a dynamic library organization is by understanding and cultivating customers. Relationship marketing looks to be an obvious fit for libraries.

Thus, as explained, relationship marketing encourages organizations to take a longer term perspective. Investment in customer relationships creates a community for and with whom the organization can develop its products and marketing communication strategies. Enduring relationships with customers cannot be duplicated by competitors, and therefore provide for a unique and sustained competitive advantage (Rowley 2000).

3.7.1. Quality in marketing

Grönroos brought quality back into a marketing context by introducing the ***perceived service quality*** concept in 1982. The quality customers perceive will typically differ, depending on what strategy an organization uses. According to the model of total perceived quality developed within the Nordic School of Services (Grönroos, 1982; Gummesson, 1993; Lehtinen, 1986) the *customer perceived quality* is basically a function of the customer perceptions of two dimensions: the impact of the outcome or the technical solution (***what*** the customer receives), and an additional impact based on

the customer's perception of the various interactions with the firm (***how*** the so called "moments of truth"(Normann, 1984) are perceived). The former quality dimension is sometimes called the *technical quality* of the outcome or solution, whereas the latter dimension is called the *functional quality* of the interaction process (Grönross, 1982). According to Brady and Cronin Jr (2001), this model of Nordic School Services is also the basis for Parsuraman, Zeithaml, and Berry's (1985, 1988) SERVQUAL model, which views service quality as the gap between the expected level of service and customer perceptions of the level received. Whereas Grönroos (1982) suggests *two dimensions*, Parsuraman, Zeithaml, and Berry (1988) propose *five*: *reliability, responsiveness, assurances, empathy, and tangibility* characteristics of the service experience (Brady and Cronin Jr., 2001).

Since the early 1990s, librarians have been increasingly interested in the assessment of service quality. The concept of "service quality" in the library setting has been defined in different ways, including the strength of a library's collection and physical resources, and more recently, how well a library meets its customers' expectations through the services it provides (Ho and Crowley, 2003). Peter Hernon (2002 a, b) has studied in depth the concept of service quality in libraries. Nitecki and Hernon (2000) note that in recent years, library and information services researchers have drawn on marketing and other literature to focus attention on *expectations* and an alternative view of *quality*, one representing the user's or customer's perceptions of the services used. Dugan and Hernon (2002) state that, "quality is multi-faceted concept that focuses on collections, services and place of the library in the learning process occurring within the institution. A number of library evaluators favour the first perspective (*looking at user communities from the perspective of library*). More recently, some evaluators drawing on marketing research have shifted attention to a second perspective (*looking at the library from the "customers" perspective*). The stakeholders mentioned above now call for a third perspective: each unit of the institution including the library, contributing to the larger educational mission of the institution (the *library in the life of the institution*)".

Grönroos (1982) introduced the concept of the *interactive marketing function* to cover the marketing impact on the customer during the consumption of usage process, where the customer of a service typically interacts with systems, physical resources and employees of the service provider These interactions occur between the customer and employees who normally are not considered marketing people, certainly not by their own estimation nor that of their managers (Grönroos,1993). Nevertheless, their attitudes towards customers and their behaviours and ways of executing their tasks are imperative to successful maintenance and enhancement of customer relationships and other type of market relationships. In many situations their impact is more important to long-term success in the market place than that of the full-time marketers (Grönroos 1996). As Evert Gummesson (1990) has pointed out, marketing departments (the full-time marketers) "are not able to handle more than a limited portion of the marketing as its staff cannot be at the right place at the right time with the right customer contacts". He has coined the term "part-time marketers" for the people outside the marketing departments whose attitudes and behaviours have a decisive marketing impact on

customer satisfaction and the quality perception of customers and on their future buying and word-of-mouth behaviour. An example of these "part time marketers" is the library personnel on the circulation or customer service counter. ***Internal marketing*** is needed to ensure the support of traditional non-marketing people. They have to be committed, prepared and informed and motivated to perform as part-time marketers (Grönroos, 1982, 1990, 1994).

3.7.2. Internal marketing and libraries

Ballantyne (2000) states, "Internal marketing is any form of marketing within an organization which focuses staff attention on the internal activities that need to be changed in order to enhance external marketplace performance". He further mentions that internal marketing provides a climate for "effective marketing behaviour" (Ballantyne, 2000). The definition of Hogg and Carter (2000) illustrates it more aptly, "The essence of internal marketing is those activities that improve internal communications and customer-consciousness among employees, and the link between those activities and external market place performance".

The concept of internal marketing is equally relevant in libraries and other information providing institutions. One major question that may come up- does the '**quality of service**' provided by the library to its users depend only on those who are operating the circulation/ reference desks (as part-time marketers), where there is direct contact with the user? Or does it extend to others working behind the scene? An in-depth analysis of the functioning of a library reveals strong work relationships between the personnel of different sections/ units (for example, circulation/ reference, cataloguing personnel, etc.) and all other staff members. The most interesting part of this relationship structure is the fact that it is mutual and multiple. In other words, libraries function in an environment characterized by a network of mutually supportive relationships. Library managers, staff, book vendors, database providers, library consortia, etc., are customers to each other. There is a lot of give and take in the process. In relationship marketing approach, this cannot be ignored, since a service provider-receiver relationship exists between all members. But, it must be ensured that those who are only external customers are being treated with due respect and dignity either (Singh, 2003).

Broady-Preston and Steel (2002a) suggest that a planned internal marketing programme may help to improve the success of library services. They say that many internal marketing processes already exists in libraries, and therefore such a programme is required in order to reinforce, coordinate and augment current practices. The internal marketing approach states that "the internal market of employees is best motivated for service mindedness and customer-oriented performance by an active, marketing-like approach, where a variety of activity are used internally in an active, marketing like and coordinated way" (Grönroos, 1982). The manager has to take on the role of a service provider to the library staff by motivating, leading and developing them to provide quality service to their users. The challenge of library manager in this context will be to sensitize his/her staff to the importance of quality services and its

relation to the customer satisfaction (motivating), taking initiative to arrange resources, if needed (leading), and providing the necessary skills (developing) for doing their jobs effectively. Internal marketing as a process has to be integrated with the total marketing function. In a library or information providing institutions, the managerial approach towards marketing should undergo a paradigm shift from viewing the 'staff' as mechanical entities to regarding them as 'internal customers' (Singh, 2003). The term 'internal marketing' and 'internal customers' entered popular discourse of marketing literature when Berry (1981) defined internal marketing as "viewing employees as *internal customers*, viewing jobs as internal products that satisfy the needs and wants of these internal customers while addressing the objectives of the organization". A thorough and on-going internal marketing process is required to make relationship marketing successful, as both external marketing as well as interactive marketing performance depends upon internal marketing. If internal marketing is neglected, *external marketing* suffers or fails (Grönroos,1994, 2000, Kotler, 2000).

Due to interactive nature of services, the service experience can play a significant role in shaping relationships. The service experience is the interaction between the customer and the supplying organization. An understanding of the service experience offers an additional insight into an important arena in which customer relationships are honed. The literature on the service experience tends to focus on quality (Rowley, 2000).

3.8. Summary

In brief, this chapter has explained the key aspects of services marketing which are: the service concept and its characteristics; traditional marketing mix (4Ps: product, price, place and promotion); extended marketing mix (7Ps: people, physical evidence and process in addition to 4Ps); and contemporary marketing approach of relationship marketing

Accordingly, it is obvious that in the 1960s, in classical terms (marketing mix (4Ps) approach), marketing was considered as the performance of business activities that directs the flow of goods and services from the producer to the consumer or user. The classical approach of marketing was oriented towards the physical movement of economic goods and services. As such, they have several weaknesses. The role of physical distribution and marketing channels were over-emphasized. Non-profit organizations, which are now frequently engaged in marketing, are left out. The importance of exchange between the buyers and the sellers was overlooked. In the 1970s and 1980s, marketing was broadened to service organizations. It is not confined to economic goods and services. The marketing thinking of this period reflect the wide-ranging dimensions of marketing and they show that the discipline is not limited to activities in which business is involved. It can involve the activities of a non-profit organization or the marketing of an idea or a service, as well as a product. Hence, the marketing concept involves goods, services, organizations, people, ideas and information. Consumer orientation is central to any definition of services marketing.

The marketing process is not complete until consumers exchange their money, their promise to pay, or their support for the offering of the firm, institution, person, place, or idea. In the 1990s, the scope of marketing concept became even more deep. Now, the shift of marketing moved from transaction to building and managing relationships with the customers. Current marketing is moving from "transaction-orientation" to a "customer-relationship building relationship orientation" (Grönroos, 1990; Kotler 2003).

4. Marketing planning

One of the most critical activities of any organization is to carefully plan its 'offer' to consumers. For an organization like a library or information providing institution, different services (like referencing, lending of books and periodicals) constitute the fundamental part of the 'offer' (Koshy, 1999). If this basic part of the offer is not planned by the library, then no amount of effort in planning other elements of the offer such as pricing, distribution systems and promotion can help in satisfying the information needs of target customers. In this chapter, the process of planning products and services policy is discussed. But, before the steps involved in planning product and services are elaborated, it is important to understand the meaning of planning in the context of marketing. Moreover, some thought on the concept and strategies of market segmentation is also undertaken.

4.1. Planning concept in marketing

Kotler (1975) defines market as a distinct group of people and/ or organizations that have resources, which they want to exchange, or might conceivably, exchange, for distinct benefits. In other words, target market is defined as a well defined set of customers whose needs, the organization plan to satisfy. This targeted segment of the market, unique in its needs, its use patterns, or some other important characteristics, should represent that portion of the whole market, which the organization is best able to serve. A marketing plan is one of the most important activities in which the management of a library should engage. Kotler (1980) further states that "it is the act of specifying in detail what will be done by whom, to whom, with what, and when, to achieve the organization's objectives". According to Piercy and Morgan (1990), there are a number of critical management/ organizational 'inputs', which are necessary in the development of the planning process. McDowell (1982) says, "Marketing plan must begin with the needs and wants of clients as they perceive them, not as we perceive they should be. The old marketing adage is "Give the customer what he wants".

Fryer (1991) states that the essence of successful marketing is to offer the right products at the right time to the right market place at the right price. It is, therefore, most important to discover what products and services your market requires. The library should conduct surveys from time to time to discover which of its products and services are the most important to the patrons and what changes could be made to increase their attractiveness. Rasab (1991) observed that marketing plan is an essential part of an organizational plan, and thus when formulating this plan, we have to address the direction of overall strategy of the organization. Effective planning for marketing requires very specific objectives or goals. These must be developed in order to meet targets. All objectives must be specific, measurable and have a time limit. A marketing plan is a programme to achieve objectives. According to Wood (1988), marketing is a planned approach for identifying, attracting, serving and gaining

support of specific user groups in a manner that furthers the goals of the information service and the organization. The key to marketing, as is the case with any management activity, is therefore planning.

Greenly, Hooley and Saunders (2004) state that in the marketing literature the tradition has been to prescribe marketing planning as a model of logical-sequential decision making, incorporating objectives, strategies, tactics, implementation and control. According to them, market orientation is an essential management process for achieving effective marketing planning for adapting to marketing opportunities. This thinking and action is central to all the logical sequential stages of marketing planning from objectives through to control, where increased focus on customers and competitors is likely to result in a more effective matching of strategies and tactics with market opportunities (Greenly, Hooley and Saunders, 2004).

4.2. Process of marketing planning

Cairns (1985) has outlined various steps involved in marketing planning process in a systematic manner. A brief ten-point article by Oen (1982) summarizes useful marketing tips for the information professionals. Leonard (1985) identified five questions to be answered in designing and implementing marketing campaigns. He emphasized that a library should have a marketing plan for each product and market, all of which should work in concert with the overall "umbrella" plan. King (1986) has carried out a review of literature on special and industrial libraries with publication dates from 1956 through 1982. At the end of the survey, she identifies eight "modern marketing elements" that can be used to promote industrial and other libraries. She also suggests additional research. An article by Secor (1986) stresses the need for librarians to innovative business persons. One way to prepare oneself for this endeavour is to study the present and future market place. The successful librarians must prepare a strategic operating plan with input from staff at all levels. In positioning the library, librarians must talk with customers, find out their needs, and develop services to fit them.

Stone (1987) relates the elements of marketing to the environment of managing the library and discusses the effects of technology on marketing. He notes the importance of surveying user groups, developing and promoting products and services, and carefully considering prices to charge for services. He maintains that two areas where librarians have definite marketing opportunities are in designing and maintaining appealing buildings and in properly training staff who mange the circulation and reference desk. Thompson (1987) has given a number of tips for persons who need help with preparing a marketing plan. Turner (1984) explains three different ways to market library services:

- as a part of corporate organization;
- as a service development; and
- as a specific library activity.

Weingand (1987) recognizes marketing as a management tool and clearly articulates information on marketing and planning. She emphasizes performing a market analysis before planning the marketing with planning and discusses in detail the mission, setting goals and objectives, and planning action strategies. She also explains product, price, place/ distribution, and promotion. Wood (1983) recognizes strategic planning and marketing as related concepts from which libraries can benefit. She discusses and illustrates how these processes can be used to accomplish the library's mission.

An article by Bauer (1980) places emphasis on marketing a library to management and other library users; suggests ways for librarians to determine needs of clientele; recommends using business methods to promote library services; and presents a procedure which attaches a value to documents used by patrons as a means of providing management with a cost evaluation of the library's usefulness. Dragon (1979) urges librarians of all types of libraries to identify their market, to market their products, and to concentrate on activities which will be most effective. The author has listed stimulating suggestions for increasing use of libraries through marketing techniques. Shuter (1989) has listed 14 marketing components which are to be considered when developing a marketing approach.

According to Morgan and Noble (1992), the marketing plan should include:

- A statement of objectives;
- The identification of the target markets;
- The strategies and tactics pertaining to the marketing mix; and
- The budgetary support for the marketing activity.

However, Cronin (1985c) states that market oriented planning consists of three strategies:

- Mission analysis;
- Market analysis; and
- Resource analysis.

He has listed several pertinent questions to be posed at every stage.

Condous (1983) has listed the key questions about the organization's perceived mission, its markets, and resources available, that the librarians need to answer before establishing a marketing programme. This is known as the *marketing audit*. An analysis of this kind would help libraries determine the objectives and goals of the organization and help in planning future directions. Shimpock-Vieweg (1992) says that the marketing plan should be fairly simple consisting of a mission analysis, a situation analysis, organizational objectives and goals, a marketing strategy, budget controls, and a marketing action programme. The plan will provide for a schedule of tasks and assign staff responsibilities for a given period. Forty (1990) notes that the first component of a well developed marketing strategy is the environmental analysis, which includes three areas such as:

- the organization you serve (organizational analysis);
- market forces at work (market analysis); and
- the macro-environment or trends in the field (trend analysis).

4.2.1. Organisational analysis

According to Forty (1990), the organisational analysis involves looking closely at five components of the organization-mission, administrative structure, programs and activities, resources, and policies and procedures- to which your library reports. He stresses the importance of knowing the organisation and understands where the power and control really are, and the programs and services being offered by the organization. Drucker (1991) puts it bluntly: "Performance in the non-profit organization must be planned, and this process starts with the mission. Non-profit organizations fail to perform unless they begin with the mission, for the mission defines what the results are". Shimpock-Vieweg (1992) defines mission analysis as the identification of the basic purpose pf the organization. According to Smith and Saker (1992), the mission of an organization is beguilingly simple. It is a statement of the business area in which it intends to operate and hence its results will be achieved. The idea mission statement is one which is broad enough to allow you to consider opportunities beyond those you currently pursue, yet focused enough to stop you considering "wild ideas". One of the more challenging components of the planning process is the development of the mission statement.

Leisner (1986) emphasizes the importance of the mission statement in utilizing the library's limited resources and measuring the effectiveness of its programme. He states that the mission statement should be realistic, measurable, and easy to monitor reflecting the wants and needs of the user community. He compares five libraries with different missions and examines the use of the four Ps of the marketing mix-adding politics and public policy to the list-to affect changes in service. The aim of the mission analysis is to arrive at a clear, consensual statement of the library's role. Until these conditions are tackled, there is little point in devoting time and resources to community analysis and planning. We must have a sound idea of what it is we wish to achieve and why (Cronin, 1985b).

4.2.2. Market research

Forty (1990) states that the market analysis and the trend analysis help you to decide what services you can and should be offering. Wasserman and ford (1980) have defined marketing research for library managers: "…marketing research is concerned with developing information which will assist managers in learning about potential consumers and assessing their reactions to past, present, or potential products or services". There are several ways of conducting research. These include interviews (personal and telephone), group discussions or focus group, evaluation forms, liaison programmes with departments throughout your organization, user group meetings, brainstorming, nominal group process, Delphi studies, user surveys, self-administered questionnaires mailed or delivered to respondents, or a combination of these methods.

Which method is best depends on the type of questions asked, the length of the questionnaire, and the cost of the data collection. Two obvious but often overlooked methods of doing market research are direct observation and talking with users (Forty, 1990).

Beaumont (1991) has given a comprehensive list of questions to which librarians need to respond while doing market analysis. This list is relevant in a wide range of environments. The answers to these questions will support the type of decisions made by the librarians with respect to users and the 4Ps. Market analysis involves a detailed examination of the markets we are (or would like to be) serving. The purpose of market analysis is to amplify, confirm or overturn our impressions and intuitions about our user population. The intention is to identify and define the market before segmenting it into homogeneous subgroups, characterized either in terms of shared features (social class, terminal education, age) or benefits being sought (Cronin, 1985b).

Wilson (1980) stresses that the library should not undertake a marketing analysis simply to acquire knowledge. The purpose of market analysis is to make a decision, that is, to decide on a marketing strategy and then to implement it. La Rosa (1991) argues, "One of the best ways for a library to begin planning for improved marketing effectiveness is to conduct an information audit of its operating environment, that is, of the organization itself". An information audit is a systematic method of exploring and analysis where a library's various publics are going strategically, and of determining the challenges and obstacles facing those publics. The audit, which raises questions about where and how the public find and use information, gives the library a better understanding of the present and future needs of its constituents, which in turn helps the library determines its own most appropriate strategic direction. The audit can be conducted using questionnaires, although interviews are generally more effective in eliciting useful responses, since they allow for immediate follow-up and clarification of details.

4.2.3. Market segmentation

Since the early 1980s, a number of writers have recognized the significance of surveying library users in order to better identify and meet their needs (Carter, 1981; Emery, 1993). These authors tried to apply consumer theory to form theoretical frameworks for studying users. More recent writings have also concentrated on theoretical aspect of using market segmentation for library customers (Kau, Jung and Jochen, 2003; Lozano, 2000; Neal, 1997; Rowley, 1995, Rowley, 1997a, b; Rowley and Dawes, 1999). However, these authors not only applied basic consumer theory but also advocated the use of services marketing for studying library customers.

Kotler (1982) states that there is no one, or right way to segment a market. A market can be segmented in a number of ways by introducing different variables – demographic, geographical, psychographic, and behaviouristic – and seeing which reveals the most in the way of market opportunities. Kotler (1975) emphasizes the

value of market segmentation to non-business situations by stating: "the importance of market segmentation can not be overemphasized. An organization cannot attain any marketing efficiency if it treats the whole market as having equal product interest and equal resources. Some parts of the market will inevitably be more responsive to the product offer than others". Shapiro (1980) states that the concept of market segmentation is a valuable marketing tool. It allows the researcher to group present or potential users into segments on the basis of individual differences and group similarities. Grouping potential users into fairly homogeneous segments enables you to do your marketing with a carefully targeted rifle rather than with a shotgun scattering pellets every which way. Dibb (1998) states that the segmentation of markets can provide, " a better understanding of customers' needs and wants. Thus allowing greater responsiveness in terms of the product(s) or service on offer. The enhanced appreciation of the competitive situation also allows the business to better understand the appropriate segments to target and the nature of the competitive advantage to seek. Furthermore, a segmentation approach can add clarity to the process of marketing planning, by highlighting the marketing programme requirements of particular customer groups".

D'Elia (1981) says, "segmentation analysis can assist librarians in deciding which markets to pursue and which markets not to pursue. With the limited resources at their disposal, librarians simply can seek to satisfy all the needs of all their potential and current markets." Frank et *al*. (1972) state – organizations will soon learn that several "rifle" shots at separate markets instead of a broad, yields significant increase in revenues that justify the cost of segmentation.

Kirkup, Gambles and Davison (1989) state that there is clear evidence to support the notion that behaviour, attitude and needs in the context of library services differ by different user groups and target segments. According to Johnson (1971), segmentation can provide the information service manager with such facts, such as:

- How the products or services in a class are perceived by users with respect to strengths, weaknesses, and similarities;
- What the consumer wants and whether he or she is being satisfied;
- How the product or service might be modified to produce the greatest sales or the greatest use.

Halperin (1981) states that the market segmentation can serve as useful framework for analyzing user related information. It will serve to turn over attention away from the organizational processes to fit between information user and information product. Cowell (1984) and Yorke (1984a) both commented on the need for clear market segmentation if customer needs are to be met. Oldman (1982) stress the need for "a conscious market segmentation policy" in order to plan for the delivery of needs of the users of library service. According to Wilson (1980), market segmentation provides the marketer with better understanding to the market in order to determine responses and initiatives appropriate to the various segments, for all segments cannot receive identical treatment.

Rowley (1997) wrote on the importance of identifying customer segments and the benefits of customer segmentation in order for libraries to become more customer-oriented. According to her article, segmentation offers a better understanding of competitors and a way for libraries to achieve more effective targeting of resources. Segmentation can be based on personal factors (e.g. demographics, situation), psychological factors (e.g. perception, motives, attitude) or social factors (e.g. family, reference groups). Rowley also emphasized usages and loyalty as important factors to consider. Some examples given in the article of usage status include non-users, potential users, ex-users, first-time users and regular users. Some examples of usage rate include heavy, medium or light users.

Pearson (1983) says that deciding on the basis of market segmentation is critical to the planning of an effective marketing programme, because it contributes significantly to the determination of the needs and wants of the users in the different groups which are thus identified. It also contributes to the formulation of specific marketing objectives. According to Kotler (1997), the segmentation should meet the three basic standards. The segments created should be:

- Measurable, i.e., we should be able to obtain information on specific characteristics of interest;
- Accessible, i.e., we must be able to serve the particular segment described; and
- Substantial, i.e., the segments must be large enough or important enough to merit attention.

Morgan and Noble (1992) says that to develop an exact marketing mix to satisfy users with varying needs, the market must be divided into segments consists of smaller, more accessible groups with homogeneous needs and wants. These segments must be measurable and large enough to warrant a separate set of strategies to be applied to each. There are many ways in which segments can be defined.

Therefore, on the basis of above literature review it can be assumed that the process of market segmentation is fundamental to the whole idea of marketing as it focuses on the user, that is, a library's present or perspective user, rather than the product, that is the library's collection and services. A market segment can be defined as a group of users with related requirements, who have common needs, who will respond to like motivations and who are expected to use a service that satisfies these needs. Very often, librarians build up their collection by presuming the needs and want of the users without taking into account the interests of user groups. Library market segmentation takes into account the fact that library users who request a product or a service are all individuals who are unique in some way.

4.2.3.1. Strategies for market segmentation

According to Morgan and Noble (1992), there are three segmentation strategies for doing this:

1. Undifferentiated marketing
2. Differentiated marketing
3. Concentrated marketing

According to Andreasen (1980), and Cronin (1982), there is one more segmentation strategy, which is known as benefit segmentation.

4.2.3.1.1. Undifferentiated marketing

Undifferentiated marketing is that where all the people have similar or identical needs and the organization goes after the whole market with single offering ((Morgan and Noble, 1992; Rowley and Dawes, 1997). All the 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. While 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 (Morgan and Noble, 1992).

4.2.3.1.2. Differentiated marketing

According to Lovelock (1977), differentiated marketing is the term used when an organization has divided the mass market into smaller groups and develop an effective service or product for each of the chosen segments. This concept groups consumers into segments on the basis of intra-group similarities and inter-group differences. In differentiated marketing, a library decides to divide the mass market into smaller groups or segments and designs separate services and programmes for each. Differentiated marketing recognizes the different needs of users and provides criteria for examining the potential users. Bellardo and Waldhart (1977) suggest that in academic libraries, the segmentation can be done in four basic ways:

1. Status, e.g. undergraduates, teaching staff, scholars, administrative staff, etc.;
2. Type of information needed, e.g. reference, current awareness, retrospective, etc.;
3. Functional activity, e.g. teaching, research, administrative, etc.;
4. Discipline, e.g., history, psychology, physics, etc.

Halperin (1981) has listed some widely used segmentation variables. In an academic and special libraries, variables such as status of the user (faculty, student, staff), subject discipline, speed of document delivery required, frequency of use and

residence (on campus/ off campus) are the most appropriate bases of segmentation than age, income and occupation. Nikam (1977) expresses the similar views, "user characteristics such as their status, qualifications, nature of work and specialization are important factors for segmenting the markets into special libraries.

Mathews (1983) has given the criteria for selecting target groups and the various steps involved in differentiated marketing strategy. The author lists several key questions which lead to an in-depth analysis in order to learn as much as possible about the particular market segment are also listed by the author. In addition to the variables, which concentrate on the user, libraries can segment their market by concentrating on their products. A product/ market segmentation grid allows flexibility in decision making. While forcing policy and decision-makers to think specifically about which markets to penetrate. It gives a quick graphic overview of which products are being offered to which target markets. It helps planners in their decisions to add or eliminate services, to shift focus from one group to another, or allow for deeper exploration into one or more categories. Each of these decisions must, of course, be made in the light of the library's stated objectives and its financial resources.

4.2.3.1.3. Concentrated marketing

Concentrated marketing occurs when library or information centre concentrates upon a small number of sub-markets. In this case, instead of treating all users similarly, the library or information centre provides in-depth services in a few areas, serving a small percentage of the market place. The library purposefully determines a small number of target markets and sets out actively to serve those areas only. Though it concentrates in particular areas the library or information centre achieves a strong market position because of its greater knowledge of its market segments' needs. This type of marketing is done by special libraries, which serve very homogeneous users and concentrate on a particular market segment. According to Conroy (1983), concentrated marketing is not a cost effective one. Mathews (1983) observes that "special libraries often use "concentrated marketing". Helperin (1981) holds that an extreme form of concentrated marketing is found in market "disaggregation", which is only possible in small, private libraries where a user's individual needs are known and when sufficient time and resources are available.

4.2.3.1.4. Benefit segmentation

According to Andreasen (1980), the most commonly employed variables are measures of past library usage and/ or standard demographics. The recent advances in segmentation research include:

- The use of multivariate techniques to classify consumers empirically into homogeneous sub-groups.
- The concept of benefit segmentation.

This notion assumes that people use a product or service for the benefit it yields. So, the best way to cluster consumers into segments is in terms of the similar benefits they seek to derive from usage. Only then might a marketer look at their demographics and usage patterns for further insights, particularly for media and distribution strategies.

- Psychographic characteristics.

This approach of benefit segmentation has been particularly of fruitful source for promotional appeals since it builds descriptions of segments that combine traditional socio-economic measurements with measures of general attitude, interests, and opinions (so called AIO data). Cronin (1982) recommends benefit segmentation approach means analysis of the user population from the point of view of derivable benefits. In other words, what is in it for the user – what does the user get out of using the service? He further adds that it is rather more sensitive approach than merely classifying users based on demographic variables. Benefit segmentation makes you think in terms of the consequences of the service you are offering (or one proposing to offer). If you cannot identify likely benefits (and specific benefit – seeking groups), then it does not make a great deal of sense to carry on with the service you have.

4.3. Summary

In brief, this chapter discussed the concepts and procedures to plan product and service policy. Moreover, it emphasizes the importance of market planning for libraries. It contends that 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 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.

5. Marketing culture

This chapter explains the marketing culture, market orientation and its connection with service performance of organization. It assumes significance in the sense that these are the key themes of the present research. This explains about marketing culture and its connection with leadership. It also introduces the concept of market orientation which has not received the needed attention in the library world. Moreover, it attempts to portray the underlying dimensions of the market orientation and marketing culture. Further, it explains the positioning of this dissertation in respect of the marketing culture and market orientation literature and attempts to differentiate between both of these constructs.

5.1. The concept of marketing culture

Over the last few years increasing attention has been given by both researchers and practitioners to how service organizations can cultivate a strong marketing culture. This growing interest is contributed to the recognition of the important role played by an organization's culture in the services marketing function (Appiah-Adu and Singh, 1999).

However, despite the widespread acceptance of the marketing concept in principle, the development of management skills required to effect marketing plans still remains a problem area for many service firms. Research findings suggest that only a few service organizations really understand and carry out sophisticated marketing activities (Zeithaml, Parsumraman and Berry, 1985). A reason which has been suggested for this failure is the existence of organizational barriers that hinder the successful implementation of marketing programmes and customer focused strategies. These obstacles include both organizational and marketing functions and their related systems and policies (Webster, 1988).

Beyond this argument, however, is the contention that there are more pertinent underlying issues associated with the poor performance of marketing activities by firms, namely the human element involved in developing and implementing marketing strategies or the organization's marketing culture (Dunn, Norburn and Burley, 1994). Although many businesses have structures, procedures and systems to guide them in their marketing operations and practices, the human dimension has a significant influence on the successful execution of marketing plans, since their formulation and implementation depend on individuals in the firm (Piercy and Morgan, 1994). The appropriate culture required for marketing effectiveness is one that is built on a market orientation which permeates the entire organization. Hence, the development of a customer oriented environment is crucial for marketing success.

The concept of culture is a fundamental issue in services marketing due to the process involved in serving the customer. For most profit-making service organizations, business transactions bring employees and customers into close contact. Often

processes and procedures instituted for service provision have unintentional consequences because they are evident to the recipient, leaving no avenue for quality control between the employee's actions and the consumer's purchase (Webster, 1993). Since an organization's pre-existing service or marketing cannot be hidden from the customer, therefore, employee-customer interactions are more significant determinants of product quality in service organizations.

5.1.1. Defining marketing culture for service organizations

Every organization has some features, which makes its culture different from others. Day (1994) mentions in this respect the capabilities of market-driven organizations: market sensing, market relating and strategic thinking as fundamental and very operational issues in defining and implementing market orientation. These capabilities and conditions are linked to the underlying "values" of the company: its culture (Day, 1994). Corporate culture is a set of unwritten decrees, rituals and a pattern of shared values and norms which permeates and organization (Deshpande and Webster, 1989). It is "glue" which binds functional units more closely within the organization (Gregory, 1983), provides the central theme underlying the growth of an organization (Smirrich, 1983) and defines the way that business is conducted (Barney, 1986).

The idea of generic service characteristics which impact on the formulation and implementation of service marketing plans raises special issues about the type of marketing culture appropriate for services marketing (Luk, 1997). Webster (1993, p.113) defines marketing culture as:

"The unwritten, formally decreed and that actually takes place in a marketing context; it is the pattern of shared values and beliefs that helps individuals understand the marketing function and thus provides them with the norms for behaviour in the firm…in other words, the marketing culture of a service firm refers in the way marketing things are done in the firm'".

Keiser (1988) has suggested that disseminating a marketing mentality throughout an organization is a key strategy for enhancing service quality. The best approach to improving the quality of service interactions is to develop service-minded employees who firmly believe that they "should do everything possible to keep the customers satisfied" (Schmalense et *al.*, 1985) so that delivering high quality service become a natural way of life (Grönroos, 1990). Such a belief is one of the manifestations of marketing culture (Luk, 1997).

The positive linkage between marketing culture and successful marketing of services suggests that cultivating and sustaining a service culture is the new challenge to service marketers (Berry, Bennett and Brown, 1989). It urges service marketers to implant service culture among service employees. However, marketing culture is the result of careful planning and involves a series of ongoing training activities. When designing such training programmes, the prerequisite is a good understanding of the components of marketing culture (Luk, 1997).

Thus, by synthesizing the above definitions, it can be said that marketing culture is a manner of thinking that permeates in the whole environment of a library or information service organization. Using this understanding of customer requirements, it develops and shapes its marketing activities and strategies to fulfil its objectives. Moreover, it takes appropriate actions on continual basis by sensitising everyone in the system to 'feel' the marketing values from top to bottom. Marketing culture refers to the key function of library managers for articulating a compelling 'marketing' vision and making it 'shared' throughout the entire activities of library and information services. Moreover, this is a philosophy that places customers and their needs at the heart of everything what the library does (Singh, 2004). Hence, marketing culture is nothing more than the recognizable core of the modern concept of marketing, whose basic elements are: a) "product" observed through elements of "classic marketing" - these are product policy, price policy, promotion policy and place policy; and, b) people who create the processes, which they manage, supervise and constantly upgrade (progress). This modern approach to marketing implies that marketing culture is something, which can be managed. This is one of the basic "values" of a company which, just as with any other basic value, must be actively managed (Vranesevic, et al., 2002).

Even so, the concept of marketing is nebulous and has yet to be defined precisely (Luk, 1997). He states that pioneers have tended to use "marketing culture", "service climate" and service culture" interchangeably but some of them failed to provide an operational definition of the construct.

5.1.2. Marketing culture and leadership

Leadership seems to be very important in formulating those values and "translate them into daily practices". It is only very recently that the leadership issue has come up in research in marketing (Kasper, 2002). The identification of an appropriate culture to support the initiatives of a service organization might be seen as a key leadership challenge (McNeil, 2001). Based on the leadership-culture research published thus far, the following conclusions have been suggested by researchers (Block, 2003):

- The impact of leadership on firm performance is mediated by organizational culture (Ogbonna and Harris, 2000).
- Leadership creates an environment in which fundamental change is more or less likely to occur (Hennessey, 1998)
- Leaders use their knowledge of organizational culture to affect change (Brooks, 1996).
- The behaviours of leaders influence the perceptions of organizational culture among followers (Chodkowski, 1999).

Despite the limited amount of research published, there is a surprising degree of consistency among these proposed conclusions. This consistency is especially impressive given the variety of measurement strategies used, the types of

organizations investigated, and the diverse conceptualisations of leadership and organizational culture. Regardless of the methodological variations, this body of research suggests that the leadership-culture connection does impact the performance of the organization and requires further investigation in order to inform practitioners and leaders alike on how best to prepare for the marketplace (Block, 2003).

Schein's (1992) definition of organizational culture is perhaps the most widely used in the current literature. He views culture as a collection of shared beliefs about how the organization can successfully respond to changing demands in the external environment (adaptation) as well as beliefs about how to maintain processes that ensure the maintenance of functional relationships within the organization (integration). Leaders create the culture through the process of implementing their personal beliefs, values and assumptions about human nature, business strategy and environment (Kotter and Heskett, 1992; Schein, 1992).

Part of understanding culture is the understanding how it is maintained and why it persists in an organization. Culture is embedded by what leaders pay attention to; their attention communicates their priorities, goals and assumptions to the full organization. When the strategies and philosophies initiated by the leaders bring business success, they become valid and credible to the full organization. (Schein, 1992). It is also perpetuated through what is rewarded, what is communicated, and what is done as the organization matures. New people brought into the organization reinforce the culture. The full organization, not just the leaders, maintains and perpetuates the culture, particularly through selection and hiring (Handy, 1993; Sackmann, 1991) and through mentoring and coaching (Sackmann, 1991). Hatch and Schultz (1997) also argue that that the actions and statements of tope managers affect the organisational behaviour, identity and image to a great extent.

Thus as observed, the task of the director of a market-oriented library is to help employees offer value to the customer by creating corresponding processes including creating corresponding procedures and marketing policies, by a corresponding distribution of both human and financial resources.

5.2. Market orientation

Though the marketing concept is considered a cornerstone of the marketing discipline, very little attention has been given to its implementation (Kohli and Jaworski, 1990). The implementation of marketing concept into practice is called market orientation. According to Tuominen (1996) market orientation concept differs from the marketing concept. While marketing concept has a single external focus on customers, the concept of market orientation emphasises both customers and competitors as well as organizational structure, systems and processes.

Even though the concept of market orientation has been a common subject of both research and debate especially in the late 1980s, it is only very recently when researchers have constructed a theory of the antecedents and consequences, developed

a valid measure of the construct, and tested its effect on business performance (Sundqvist, 2002). Most of the recent research on the theory and effects of market orientation builds on two papers published in 1990, the one by Kohli and Jaworski, and the other by Narver and Slater. The papers of Kohli and Jaworski (1990; 1993), Jaworski and Kohli (1993), Narver and Slater (1990), and Slater and Narver (1994) extended earlier research on the marketing concept with the conceptual framework from which the concept of market orientation derives.

Harrison and Shaw (2004) write, "One of the impediments to the implementation of the marketing concept in non-profit organizations has been the existence of an internal orientation towards the offer. In many non-profit organizations there is a tendency to place emphasis on what the organization has considered most appropriate for its market, rather than responding to market needs and wants. For example, the director or curator of a museum will determine the exhibits to be placed on display, and then direct the marketing department to "market" (or sell) the offering to the public. Public libraries build a collection of books and other resources predominantly based on internal knowledge, and similarly, use reactive marketing techniques such as advertising and promotions to encourage the public to utilize the collection".

5.2.1. Contemporary conceptualisation of market orientation

There has been some differentiation in the literature on the use of marketing orientation versus market orientation. According to Esteban et *al*. (2002), in the marketing literature, it is possible to find terms such as "integrated marketing" (Felton, 1959), "customer orientation" (Kelley, 1990), "marketing orientation" (Payne, 1988; Gummesson, 1991), "marketing community" (Messikomer, 1987), "market orientation" (Kohli and Jaworski, 1990; Narver and Slater, 1990; Ruekert, 1992), "integral orientation" (Esteban et *al*., 1997). Shapiro (1988), when discussing this topic, suggests that the term market orientation, marketing orientation, customer orientation, "to be close to the customer", etc., are so similar that a distinction among them can hardly be established.

However, not only is it necessary to explain the concept from a linguistic perspective, but also to delimit its content, because "to be market oriented" did not mean the same in the late 1990s as in the past (Esteban et al., 2002). But, due to the great quantity of the literature on this topic, only those approaches which greatly contributed to the concept of market orientation will be considered.

Initially the term marketing orientation was adopted to refer to the implementation of the marketing concept as defined by McCarthy and Perreault (1990). The traditional emphasis of marketing orientation was customer oriented, focusing on consumer needs and making profits by creating customer satisfaction (Kotler and Armstrong, 1994). Market orientation, on the other hand, is the more recently utilized term for instituting the marketing concept. Kohli and Jaworski (1990) stress the preference for this label suggesting that it removes the construct from the province of the marketing department and makes it the responsibility of all departments in the organization.

Under this guise, a market-oriented approach is more likely to be accepted by non-marketing departments (Lafferty and Hult, 2002). Besides, market orientation does not only make reference to actual but also to potential customers. At the same time, it takes into account the influence of competitors and incorporates inter-functional coordination (Esteban et al., 2002).

5.2.2. Definition of market orientation

The marketing literature reflects remarkable inconsistency in defining the concept of market orientation. There is actually no consensus on what a market orientation is. Market orientation is conceptualized by both Kohli and Jaworski (1990) and Narver and Slater (1990) as a multidimensional organizational phenomenon, where each dimension represents a different feature of market orientation. Kohli and Jaworski (1990) states that: "market orientation consists of three behavioural components: 1) customer orientation; 2) competitor orientation, and 3) inter-functional coordination and two decision criteria: 1) long-term focus and 2) profitability" (Narver and Slater, 1990). Another definition by Jaworski and Kohli (1993) is: "the organization wide generation of market intelligence pertaining to current and future needs of the customers, dissemination of intelligence horizontally and vertically within the organization wide action and responsiveness to it".

The other definition proposed by Narver and Slater (1990) is a behavioural one. According to their definition (1990), "market orientation is the organization culture (i.e. culture and climate (Deshpande and Webster, 1989)) that most effectively and efficiently creates the necessary behaviors for the creation of superior value for buyers and thus, continuous superior performance for the business". Narver and Slater (1990) inferred that market orientation consists of three behavioural elements:

1. customer orientation
2. competition orientation
3. inter-functional coordination

Building on these three components of market orientation, Narver and Slater have published a number of studies since 1990 (e.g., Narver and Slater, 1998; Slater and Narver, 1994; 1995). According to them, being market oriented essentially means being customer and competitor oriented and having all functions integrated and coordinated. Recently, Narver, Slater and Tietje (1998) have defined market orientation as "business culture in which all employees are committed to the continuous creation of superior value for customers". The present study has adopted this culturally based behavioural perspective on market orientation

An additional definition of market orientation is presented by Deng and Dart (1994) who have synthesized the model of Kohli and Jaworski (1990) and Narver and Slater (1990). Deng and Dart (1994, p.726) define market orientation as "the generation of appropriate market intelligence pertaining to current and future customer needs and the relative abilities of competitive entities to satisfy these needs; the integration and

dissemination of such intelligence across departments; and the coordinated design and execution of the organization's strategic response to market opportunities".

Most of the definitions of market orientation share the following areas of agreement:

1) an emphasis on customers;
2) the importance of shared knowledge (information);
3) inter-functional coordination of marketing activities and relationships; and
4) being responsive to market activities by taking the appropriate action (Lafferty and Hult, 2002).

5.2.3. Market orientation and service performance

The basic assumption of the market orientation model is the positive relationship between market orientation and business performance. Several findings suggest that market orientation is positively related to profitability (Narver and Slater, 1990; Ruekert, 1992; Slater and Narver, 1994), sales growth (Greenley, 1995), profit (Dawes, 1998), and overall business performance (Jaworski and Kohli, 1993). Research suggests that the relationship between market orientation and performance is affected by environmental variables (Jaworski and Kohli, 1993; Slater and Narver, 1994). Because both market orientation and performance can be measured with many different indicators, the results of the studies of the relationship between market orientation and performance are manifold (Sundqvist, 2002).

Much of the empirical research that followed has been concerned with establishing a contributory relationship between market orientation and firm performance (Morgan and Strong (1998). Although it has been suggested that this relationship holds across different industry sectors and national cultures (Jaworski and Kohli, 1996; Slater and Narver, 2000), there is a less support for direct contributory relationship between market orientation and performance in service firms (Caruana et al., 1998a; Gray and Hooley, 2002; Han et al., 1998; Sargeant and Mohamad, 1999). Furthermore, Atuahene-Gima (1996) criticizes research which posits a direct link between market orientation and firm performance for not providing a compelling reason why this should be the case.

This equivocality and lack of understanding of how market orientation contributes to service performance have prompted calls for research to investigate the mechanisms by which market orientation does contribute to performance (Day, 1998; Han et al., 1998).

Ongoing debate about whether services marketing is fundamentally different from physical products marketing further encourages investigation of how market orientation contributes to service firm performance. It is recognized, however, that services marketing has tended to emphasize issues such as service quality and customer satisfaction (Fisk et al., 1993) and paid less attention to strategic issues (Heskett, 1995). The development of the market orientation literature has taken a

broad strategic perspective and assessed whether a market orientation is appropriate in terms of environmental contingencies such as market dynamism or technological turbulence (Gray et *al*., 1999; Greenley, 1995).

5.3. Marketing culture and market orientation

So far, there has been inconsistency in defining the domain of marketing culture. Some scholars consider market orientation (Narver and Slater, 1990) as the culture of business organisation whereas Kohli and Jaworski (1990) tend to look at market orientation as the managerial behaviour of organisation. Webster (1993) views to look at marketing culture as the pattern of shared values and beliefs that helps individuals understand the marketing function and thus provides them with the norms for behaviour in the organization. As such, the relationship between the marketing culture and market orientation is blurred. One should not get confused about the concept of marketing culture and market orientation. It should be remembered that culture is not the behaviour of individuals in the organisation; rather it is the underlying assumptions and attitudes that shape the behaviour of individuals within the organisation. According to Medrum (1996), the difference between marketing culture and market orientation is that cultural feature will affect the degree of market orientation, i.e., in what way marketing tasks will be performed.

Thus in keeping with these perspectives, the present dissertation considers market orientation as the prime indicator of the marketing culture and defines marketing culture as the synthesis of specific marketing attitudes, knowledge-underlying beliefs, values and assumption; and of certain marketing practices which leads to superior service performance by organisation.

5.4. Summary

This chapter focuses on the critical role of leadership in fostering a marketing culture. The literature review shows that the domain of marketing culture has yet to be defined precisely. Two broader schools of market orientation are flourishing in parallel; one of which views market orientation as a business culture and other tends to look at it as managerial function of the organisation. Moreover it also shows how important it is for organisations to pay attention for developing the market orientation to increase the efficiency and effectiveness of their service performance. So far, these concepts have not received needed attention in the library world due to which it has remained an ill-defined idea for the librarianship.

6. Application of marketing in libraries: an overview

Marketing of information products and services is a recent phenomenon, and the literature on this subject has been produced since 1970s. The written literature on the subject reflects the gradual change in the need and use of the marketing concepts in libraries and information providing institutions and its fruitful effects in the service to the library customers. This chapter attempts to explain an overview concerning the application of marketing concepts in libraries and information services providing institutions. More precisely, it portrays to identify the different marketing trends and connotations from 1969 up-to the present and attempts to provide a rationale for the need of pursuing this research.

6.1. Marketing trends from 1969-1980

The idea of applying marketing to non-profit organizations evolved in a series of articles by Kotler and Levy (1969, 72), Kotler and Zaltman (1971), and Shapiro(1973) between 1969 and 1973. These articles argue that "Marketing is a pervasive societal activity that goes considerably beyond and selling of toothpaste, soap and steel". They made an attempt to examine whether the principles of marketing are transferable to the marketing of services, persons and ideas. According to Fennings (1984), the period from 1969 – 1980 is characterized by four trends:

1. Debate over the validity of extending marketing beyond the business sector and the traditional marketing system.

2. Growth in the application of marketing to specific areas in the non-profit sector, despite the debate.

3. Application of marketing to social problems by both business enterprise and non-profit organizations.

4. Gradual awareness that there may be problems in transferring marketing to the non-profit sector and in engaging in social marketing.

Several studies attempted to identify variables which act as determinants of library use (Kronus, 1973; Luckham, 1971; Parker and Paisley, 1965). Yorke and Colley (1973) express the necessity for market research in libraries to make librarians aware of users' wants and needs, explain the difference between product 'product orientation' and 'consumer orientation'; state that users have made it clear that they wish input into decisions affecting the products and services they use; and observe that the tools of marketing research are within the grasp of librarians but many are prejudiced against them. Attention has also been focused on the extent and patters of library use, and why people do or do not use libraries-particularly the influence of factors such as location, accessibility and layout (Meakin, 1969). An article by Oldman (1977) realistically views marketing as a tool which can be used to determine why

information services are under-utilized, discusses the use of models and user studies and expresses preference for observation and talking with people in conducting research and cites research to support recommendations.

6.1.1. Summary

During this period, the literature on the subject has tended to concentrate on three areas:
1. Theoretical and descriptive rather than evaluative.
2. Public and academic libraries.
3. One aspect of marketing, especially promotion.

One reason for this concentration, particularly in the case of 1 and 2, is that marketing and its application were new in the field of information. Other reasons can be attributed to the emphasis on (3): (a) problems associated with the definition of 'marketing'; (b) problems associated with the evaluation of information as an intangible product; (c) problems associated with the position of librarian/ information officer within the organizational structure (Yates – Mercer and Steward, 1991).

6.2. Marketing trends between 1980-90

The 1980s became the era of marketing in most of the professions including library and information science, as new ways of designing, pricing, distributing and promoting professional services began appearing constantly. A number of articles appeared advocating the benefits of marketing techniques for improving library services. However, scant attention was given to the meaning of marketing and to the problems and issues involved in transporting it to the non-profit sector (Fennings, 1984).

Carroll (1982) notes that while libraries used passive marketing in the past, it has only been moderately effective. He lists ten "old truths" and compares each one with a "new truth" about making marketing a more active process. According to Kies (1989), marketing has been approached in a rather gingerly fashion by many librarians. They often have used institutional marketing, and often to a fault; by concentrating on their institutions-libraries-they have neglected to highlight a major positive force within the library- the librarian in person. In the seventies and eighties, librarians were obsessed with promoting services and they thought little, if at all, about the need to develop an overall marketing strategy (Esteve-Coll, 1985).

Some of the earliest work in the field by Cronin (1980); and Woodhouse and Neill (1978) focused solely on how to sell the idea of libraries to non-users, and in the opinion of Ernestus (1981), these studies are centered only on promotional aspects rather than the overall marketing mix. Yorke (1977) says that there were however other, more broadly based, approaches that according to Cowell (1984) provided guidance to both practitioners and those researchers who were seeking to relate library

and information services to the mainstream of service marketing, itself an expanded field with in management science.

6.2.1. Marketing research

Many existing user studies are worthy examples of excellent marketing research. User studies, which were initially developed for public and academic libraries offered early models of marketing research for libraries and have provided a basis for some excellent examples of practitioner-led marketing research. There are now several helpful guides for the non-specialist marketer seeking to understand this kind of market segmentation (Kinnell, 1990). Today, nearly all major agencies who have information products have begun marketing their products and services whether or not they must recover their costs. As their sophistication in marketing grows, agencies are moving from the "we have it, let's sell it" attitude to one of first determining their users' needs and then working to fulfil those needs (Ryan and Coalgate, 1990). University libraries are a fertile area for applying modern marketing concepts and techniques. Harwood (1983) states that now it is the time when the librarians should accept the marketing concept in total.

An avalanche of material has been published on library user surveys and user studies. However, the January 1976 issue of Library Trends is a major contribution towards marketing librarians making them aware of the need for conducting research and approaches available. A good introductory guide to user surveys conducted, or commissioned by, librarians for the year 1900- 1976, has been produced by Ward (1977). Another more analytic study by Ford (1977) user studies in all types of libraries. The vogue for user studies, or market research, really developed during the year 1960s and flourished during the 1970s. Librarians do not as a rule speak of market research. Instead, they use the terms 'community analysis', community profiling', 'user studies' or 'user survey'. The principle involved is, however, the same (Cronin, 1984 b). Although the concept of market research is new to librarianship, many of the techniques of this kind of study are as old as user studies. Any library that attempts to influence the behaviour of the patrons is already involved in marketing. A considerable amount of attention has been devoted to the topic of market research, but few such analyses have actually been undertaken because of the costs involved. Even if libraries commission such studies, most often they fail to alter library services based on the information obtained.

There have been a large number of user studies over the past 30 years. The findings of these studies show that there is a serious mismatch of assumptions between professional librarians and the majority of their readers, which must create waste of resources and staff time. It is evident from a perusal of the literature on the field that the user study, market research survey, or community profiling exercise was frequently seen as an end-in-itself, rather than as a part of a larger marketing plan (Cronin, 1984a). Cronin (1984b) feels that the growth of interest in user studies was not matched by an increase in the sophistication of the techniques and approaches employed. Perhaps the major criticism of library user studies has been their univariate

approach to analysis (Andreasen, 1980). The lack of properly developed quantitative research tradition in library science, as reflect by the limited interest shown in performance measurement and cost benefit analysis, means that few studies have employed the sorts of survey design or statistical analysis require to unearth significant and useful findings. A majority of the user studies/ survey have been either descriptive or prescriptive in character. No follow up actions were taken based on the findings except that these finding their way into annual reports of the organization as an indicator of the level of use made of the service (Cronin, 1984b).

In the 1980s the growth in user studies continued as libraries moved from a service towards a user-driven philosophy and realized that market research can contribute significantly to the design and planning of service profession (Kirkup et al, 1989). There has been a notable shift in acquisition policies, with consumer preferences gaining sovereignty. To a significant degree, "product use" has replaced "product quality" as the primary selection criteria (Cronin, 1984b).

6.2.2. Marketing strategy

Although many libraries use some marketing techniques, few libraries have a marketing orientation (Dragon, 1983). Upon its introduction to any organization, marketing is rarely greeted with open arms. It is often regarded as 'hucksterism', demeaning to the goals and ideals of the organization. In spite of these views, some form of marketing usually enters an institution in times of organizational crisis; but because of these views, marketing rarely arrives in its mature form. Typically, an organization's initial venture into marketing involves only the promotional aspects of marketing process. From this concept of attracting customers, marketing techniques then expand to include the concept of pleasing the attracted customers. And, as awareness of consumer needs and demands develops, the limited product focus of the organization further expands to a consumer-oriented focus. Innovation and positioning occur. When the marketing process develops to its fullest, it includes market analysis, planning and control (Tod, 1983). Silveria (1986) has identified three basic marketing concepts for libraries: customer satisfaction; exchange instead of sales; and organizational responsiveness to serving user's information needs. Silveria is convinced that only in the context of these basic concepts can information exchange be initially encouraged where it does not exist, and intensifies where it is already taking place. This means making potential users more aware, and having them become beneficiaries of the system, thus stimulating the use of the system by effective users. The analysis of marketing problems in the library and information sector has therefore largely concentrated on researching user needs. While there is further material for the implementation of marketing, the difficult strategic problems have so far largely been avoided in the literature (Kinnell, 1990). Ford (1983) points out that there does not appear to have been a rapid growth in the number of libraries actually using marketing strategies effectively. The next step forward, in his view, will not come unless the literature begins to include empirical evidence from experiments, surveys or case histories.

6.2.3. Summary

In brief, according to Lozano (2000), the earlier works of Cronin (1981), Zachert and Williams, 1986 and Wood (1988) focused on the following aspects:
- Market research and segmentation: identification of actual and potential markets and non-markets within companies.
- Market positioning: prioritising clients, groups and information services.
- Customer analysis: determination of needs and preferences.
- Marketing programme: determination of optimum mix of product, price, delivery mode (place), promotion.
- Marketing audit: evaluation of plan and implementation.

Most of similar earlier works consisted of theoretical contributions based on insights and experiences and lacked empirical evidences. Enormous attention was paid to the application of 4Ps (Product, price, place and promotion) into the libraries and information settings.

6.3. Marketing connotations since 1990

The literature review after 1990 shows that the concept of marketing has undergone a remarkable evolution during the last decade. New contributions in the 1990s keep the debate about marketing concept and contents alive. Rasab (1991) expressed the hope that marketing will be taken abroad and combined with the management practice of libraries and information units, and that will become an essential feature of every library and information centre. Chandler (1991) says, "slowly the library and information industry is beginning to realize that marketing applies to them too". The most common marketing connotations in the area of library and information services sector are listed below:

6.3.1. Customer orientation

Morgan and Noble (1992) state that many libraries still have product orientation approach in which service is still based on the development of products and services: selling services and changing user's perceptions to make them consume. Booth (1993) opines that marketing is customer-oriented, but most libraries appear to neglect the first stage in the marketing planning process and enter the scene with a product to market. Lozano (2000) provides the customer orientation model to measure the level of a library's orientation towards its market, as perceived by its managers. Some other studies have also explored the nature of customers and concept of service marketing, and the associated ideas of loyalty and reflect on aspects of customer relationship management in libraries (Lifer 2001; Rowley, 1994, 95, 96, 97, 98, 2000; Wehmeyer, Auchter and Hirshon, 1996). Customer loyalty and its relevance to libraries is discussed in a review of the theoretical studies on this question, and library managers need to identify which measures are the most appropriate for their context (Rowley and Dawes 1999). During the last decade, more emphasis was placed on the selling of

lasting relationship between the libraries and its customers (Calvert, 2001; Lozano, 2000; Rowley, 2003). It was stressed that listening to the community would do more for a library's bottom line than sloganeering (Block, 2001).

6.3.2. Marketing planning

Powers (1995) states that an integrated marketing plan is a very effective tool for a special library to define and transmits its image, philosophy and mission within the organizational culture to create a dynamic process of information exchange. Powers argues that without strategic marketing plans, many special libraries might be isolated from organizational objectives and eventually be eliminated. With strategic planning, special libraries may strive beyond all current expectations and achieve prominence and value within their parent organizations. Kassel (2002) writes in the similar tone that marketing and marketing plan (which serves as a guide to implementing marketing goals) are critical to the future of the profession and to increased support for libraries. Sirkin (1991) contends that few libraries or information centres have enough resources to do in terms of marketing. For her, marketing planning provides a tool for focusing limited staff, time and money to maximum effectiveness. Marketing is seen as a formal process through the organization can fulfil its mission. Dodsworth (1998) also discusses component of marketing plan and promotional activities for libraries. In a recent study, Nkanga (2002) investigated information-providing institutions, and found that, in practice, very few libraries undertake formal marketing planning and prepare marketing plans.

6.3.3. Internal marketing

Yates-Mercer and Steward (1991) provide insights into approaches to the internal marketing of information department within companies in the business sector in the UK. Library and information departments have had to look more closely at how to justify their existence in terms which measure the benefits that they confer on their users and their parent organization. They found a marked change towards the recognition of the value of marketing information services internally. This change in attitude was shown in the shift from treating marketing only as promotion, towards the use of the other elements of the marketing mix. The study concludes by stating that only with the use of formalized evaluation procedures, linked through a marketing plan to a company's overall strategic objectives, will marketing cease to be equated with promotion and become a vital management tool and part of a holistic organizational strategy. The study of Lary (1993) focuses on internal marketing for library services, and marketing as a method for clarifying mission, refining targets and anticipating change. It was emphasized that the former positive and comfortable attitude towards libraries no longer holds, and the marketing must be added to the managerial toolbox, so that libraries become client–centred and client-focused institutions (Weingand, 1995). Broady-Preston and Steel (2002a) review the literature of internal marketing and study the importance of internal marketing strategies and customer orientation in six public libraries of London. The results suggest that a planned internal marketing program may help to improve their success. In a second

paper they report the findings of a study carried out in 2001 which examined employee satisfaction and customer orientation which forms part of a larger investigation into the evolution of internal marketing within the public libraries surveyed (Broady-Preston and Steel, 2002b).

6.3.4. Pricing issue

The question of charging for libraries has been the subject of a spirited debate going back at least to the early 1980s (Giacona, 1989; Johannsen 2004 a, b; Rowley, 1997c; Smith, 1993; Ward, Fong and Camille, 2002; Webb, 1994; Wood, 1993), and the phenomenon itself is much older than that. On the other hand, Orava (2000) states that marketing is an attitude of mind emphasizing that it is a question not of money, but of philosophy-the attitude of mind- that permeates the entire staff. Illingworth et *al*. (2002) have investigated the attitudes, perceptions and experiences of Scottish non-profit environmental organizations and the costs and benefits of the Internet for marketing and communications. Overall, the organizations found that the Internet was a low-cost, high-benefit marketing solution, but attitudinal factors affect the level of use by small organizations.

6.3.5. Promotion and public relations

The importance of promoting and raising the profile of information services given the continued changes in the way organizations work, together with a check-list for developing a promotional activity and case studies are outlined by Coult (1999). Calabrese (1999) describes the approaches developed by the Chicago Library System, and a US consortium, for marketing education for member librarians. The role of marketing, promotional activities and public relations in library instructional services is discussed by Nims (1999). Morgan (2000) argues that library and information services profession perceives marketing as being considered to be a means of manipulation, based on its use in the commercial sector. He urges that this prejudice should be overcome to take advantage of the many opportunities offered by the application of promotional method in libraries. Rowley (1998) explores the nature of promotion and marketing communication in the information market place. Her article reviews the stages in the design of communications strategies and thereby explores concepts such as target audiences, marketing messages, communication channels, promotional budgets and monitoring promotional performances. Dworkin (2001) offers eight unconventional suggestions and stratagems that can be used to market information services in the corporate sectors based on experience gained at Hewlett-Packard Laboratories Research Library.

In a recent study, Marshall (2001) notes that public relations in US academic libraries has gone unrecognised, and in interviews with library directors found that while most understand its importance, many did not have an active PR programme. Some authors also focus how the electronic information products and Internet impact on today's public relations and marketing in libraries, and the implications for the future (Ashcroft and Hoey, 2001; Carpenter, 1998; Neal, 1997; Rowley, 1996, 2002, 2003;

Trehub, 1999). These promotional and public relations programmes are also concerned with the branding of library and information services which needs more attention. Rowley (1997d) explores the importance of branding in library and information context. In another study (2004) she examines the relationships between library and information services, database providers, electronic journal publishers and aggregators, on-line search services and other intermediaries, from a branding perspective. Hood and Henderson (2005) provide an overview of branding activity in the UK public library service.

6.3.6. Marketing status in libraries

Amaral (1992) found that there was a growing interest in marketing among librarians in Brazil. Although managers had demonstrated a definite interest in the use of marketing in libraries, they had insufficient knowledge of the subject. Amaral observed that marketing was confused with "advertising, publicity and sales" or "promotion" for short. The study results of Tuffield (1992) indicates that: a) The library managers are aware of marketing and are using marketing plans in their libraries but that it is a relatively recent phenomenon; b) The marketing is viewed as way to encourage use of the library/ information centre; c) a majority (77.8%) of library and information centre managers indicated that they would take an opportunity to learn more about marketing which opens avenues for further research and action in the area of education for marketing; d) 75.5% of the libraries have a marketing plan. Collins and Glyptis (1992) found that in the UK, there was increased marketing of library services, which despite the budget cuts and rate capping, have slowly continued to expand. However, there was still confusion in that marketing was equated with promotion, and some devalued and rejected it for this reason. It was recommended that more libraries should give specific responsibility for marketing to an officer or a team. People should be recruited and trained to draw up marketing plans and objectives, undertake more research and develop more appropriate indicators for the specific services and target groups, in order to match the aspirations of many professionals. In another UK study, Kinnell and MacDougall (1992) found less evidence of a planned strategy for activities such as marketing research. Library services undertook a range of promotional activities, but to many of their respondents marketing was synonymous with promotion. A balanced and strategic application of the principles of marketing to the needs of library service was found to be lacking. Koontz and Rockwood (2001) illustrate the concept of placing performance measures within a marketing frame of reference that build upon the main goal of satisfying user needs.

6.3.7. Competition

Competition is one of the weakest connotations in library marketing. Now, there are some options that are considered as serious competitors of libraries. They are, for example, the large establishments or "book palaces" or the "library-cafes", so much in fashion (Lozano, 2000). White and Abels (1995) argue that the diverse avenues to information that are rapidly emerging challenge the role and very survival of special

libraries. Information seekers who turned to their corporate or agency library for help may now be prompted to use electronic and commercial document delivery services, to purchase individualized access rights in the form of database subscriptions or purchased books, or to accept abbreviated abstracts instead of retrieving full text articles. They contend that not only libraries are competing for customers within this changing information delivery market place, but that libraries should also be re-examining their management, their manner of justifying their budget, and perhaps their very existence. To compete effectively and survive, they argue, special libraries may profit by using the managerial and marketing tools they suggest.

6.3.8. Quality

A good quality library service is one which offers customers an experience with which they are satisfied (Rowley, 1994). Quality is possibly the most recent connotation in the professional literature. Today, marketing is considered an essential component of the methodology that seeks service quality. Marketing and quality are so closely linked that the former is considered an essential component of the latter. "marketing cannot be separated from quality" (Gracia-Merales, 1997). The concept of service quality was studied in depth by some scholars (Hernon (2002 a, b); Hernon and Nitecki, 2001; Ho and Crowley, 2003; Nitecki and Hernon, 2000). They developed a service quality model for libraries and stressed the need to assess the quality of services from customer's point of view instead of library. Calvert (2001) studied the variations in measuring customer expectations of service quality in New Zealand and China.

6.3.9. Relationship marketing

Relationship marketing is a term that began to appear in the library and information services literature at the end of the twentieth century (Rowley, 2000). Besant and Sharp (2000) emphasizes customer retention is appropriate for libraries, and present a structure for understanding this concept. The authors have created a practical model for visualizing relationship marketing in libraries. Rowley (2003) attempts to go beyond the "how to" of the marketing of library and information services, towards an analysis of the some theoretical questions relating to information marketing from relational perspective. Singh (2003) calls for libraries to adopt a relationship marketing approach to build relationship with customers. His article interprets some experiences drawn from a pilot study conducted in Finnish libraries in the framework of relationship marketing approach.

6.3.10. Marketing mentality

So far, considerable less attention has been paid to the attitudes of librarians towards marketing. In 1990, Grunenwald et *al*. suggested that, "many librarians have been reluctant to adopt and implement marketing strategies. It has been widely believed that marketing activities were inappropriate and perhaps unnecessary for libraries"(p.5). More recently, Morgan (1998) agreed, "All too often the concept of marketing leaves

a bad taste in the mouth of librarians. We associate it too much with for-profit institutions, the process of making money for money's sake and the efforts to convince the people to use un-needed services or products"(p.51). More recent research shows that many librarians are still interested in marketing but misunderstand it. Savard (1996) conducted an exploratory interview study of twelve Canadian administrators. Based on their comments, he concluded that "while librarians show a growing interest for marketing, their concept of marketing seems inaccurate...the marketing orientation, as defined by experts, is insufficiently developed among librarians (p. 41). Savard concluded many librarians still tend to think of marketing as only selling or promoting the library, not realizing that library marketing refers to a total organizational effort to attract and service library users. Shontz, Parker and Parker 2004) identified the attitudes of public librarians toward the marketing of library services and relate these attitudes to the selected independent variables of the respondents such as age, job responsibility, experience, library education and marketing seminars and courses, etc., in US. Their study indicates that library mangers have increasingly come to appreciate the importance of marketing library services in a competitive information market place. However, the training of librarians still tends to give this topic minimal attention. Likewise, the concept of market orientation has not received much attention in libraries due to which library literature reflects remarkably little effort to develop a framework for understanding the implementation of the marketing concept (Singh, 2005). Harrison and Shaw (2004) examine the market orientation and marketing culture of all staff in one public library of Australia, to ascertain to what extent other members support or create barriers to the successful implementation of the marketing concept. Their research finds a number of factors that could be instrumental in the successful implementation of the marketing concept in public libraries. In the wake of recent emerging interest in marketing attitudes and market orientation, it is surprising to note that no published study has attempted to explore the dynamics of these two constructs.

6.3.11. Summary

Thus, the recent literature reflects that the growth in marketing studies continues. Developing a lasting relationship with library customers is being stressed. The earlier period of 1990s continued to attract the conventional themes of marketing in libraries such as promotion and public relations, pricing issue and status of marketing. In this period, some scholars started to support the marketing techniques by empirical evidences. At the end of 20th century and in the beginning of new millennium, some researchers started to pay attention on the following research issues: service quality; attitudes of librarians towards marketing; internal marketing; relationship marketing; market orientation and culture. Now, the shift of library marketing research seems to be changing from transaction to building and managing customer relationships.

7. Methods and materials

To be able to gain knowledge on the various aspects of this research, an integrated research approach (qualitative as well as quantitative) was used to evaluate the research questions at hand. This helped in the generation of in-depth qualitative as well as quantitative data. In brief, this chapter explains materials, methods and different procedures for the generation and analysis of research data:

7.1. Philosophical approaches and methodological assumptions of the study

From the perspective of philosophy of science the selection of research strategy should be based on philosophical foundation regarding ontology, epistemology and human nature (Mäntyneva, 2004). In the following paragraphs the philosophical foundation that have affected the choice of current research approaches and procedures are described.

Since the present research aims to investigate the marketing culture of libraries, hence this dissertation tends to adopt the phenomenological perspective that stems from the epistemological assumptions. The epistemological assumptions deal with the relationship between the researcher and the research object (Creswell, 1994, 5). The phenomenological approach is important for exploring the pertinent issues underlying the marketing culture of libraries and explaining as how and why the marketing cultures are similar or differ from each other. The purpose of the phenomenological approach is to illuminate the specific, to identify phenomena through how they are perceived by the actors in a situation. In the human sphere this normally translates into gathering 'deep' information and perceptions through inductive, qualitative methods such as interviews, discussions and particular observation, and representing it from the perspective of the research participant (s). Phenomenology is concerned with the study of experience from the perspective of the individual, 'bracketing' taken-for granted assumptions and usual ways of perceiving. Epistemologically, phenomenological approaches are based in a paradigm of personal knowledge and subjectivity, and emphasise the importance of personal perspective and interpretation. As such they are powerful tools in attempting to understand subjective experience, gaining insights into people's motivations and actions, and cutting through the clutter of taken-for-granted assumptions and conventional wisdom (Lester, 1999)

Phenomenology, as both a philosophy and a methodology is used in organisational and consumer research in order to develop an understanding of complex issues that may not be immediately implicit in surface responses (Goulding, 1999). The phenomenological approach brings the researcher in interaction with the research object. It is therefore highly dependent upon the subjective interpretation of information available. Phenomenological methods are particularly effective at bringing to the fore the experiences and perceptions of individuals from their own perspectives, and therefore challenging structural or normative assumptions. Adding

an interpretative dimension to phenomenological research, enabling it to be used as the basis for practical theory, allows it to inform, support or challenge policy and action (Lester, 1999). Thus researchers in this field require direct, experimental contact with the phenomenon under investigation. The epistemological foundation for this view is that knowledge comes from human experience, which is inherently continuous and illogical, and which may be symbolically representable (Stiles, 2003). Within this approach, the researcher attempts to develop a symbiotic relationship with his/her environment and to consider re-evaluate his/her findings according to the information received. Consequently, advocates of phenomenology tend to draw upon methods that develop meaning from the point of view of the participant and generally favour a more qualitative approach to data collection and interpretation. Methodological approaches therefore tend to favour such techniques such as observation, in-depth interviews and case studies in an attempt to gather depth and idiographic perspective upon which the phenomenological paradigm relies. Data derived in this way are arguably characterized by a greater richness than the positivist instance and allowing the researcher to discover the basis for new ideas and theories (Stiles, 2003).

Positivism, by contrast, adopts the stance that the researcher is independent from the research object i.e. the researcher operates remotely from the social world and evaluation of the phenomena identified is approached through objective methodologies. It stems from epistemological assumptions and argues that human behaviour can be explained in terms of cause and effect. This approach therefore tends towards the use of questionnaires for data collection and analytical statistical analysis such as hypothesis testing, causal relationship, random sampling, aggregation, precision and measurement (Stiles, 2003).

From the perspective of both the approaches of epistemology, the methodological approach of this dissertation is primarily phenomenological in nature. The researcher is involved in interaction with the research objects i.e. conducting face-to-face interviews with the library directors as the phenomenological approach suggests. However, the research data from the library customers have been collected through a questionnaire survey. Thus according to positivist approach, researcher has stayed as an external observer and tried to maintain an objective instance towards the research objects i.e. library customers. Moreover, the positivism also assists the present research in analysing the nature of relationship between the different variables of the marketing culture. As a consequence, this integrated methodological approach provides an element of unification by offering a philosophical bridge between the positivist and phenomenological view (Stiles, 2003). This approach incorporates both the social environment and its underlying structures. Moreover, it can be easily used to approach an investigation from the perspective of both subject and object and reflects both inductive and deductive qualities and aims to both examine and explain underlying mechanisms of a particular phenomenon or culture (May, 1993; Stiles, 2003).

7.2. Research methodology

As described, based on the existing philosophical foundation and methodological assumptions, multiple research approaches and procedures have been considered in the present study to examine the pertinent issues underlying the marketing culture of different libraries. The research process has been progressed in the following manner:

7.2.1. Generation of research data

The research data regarding the marketing culture of libraries were generated from autumn 2002 through spring 2003. The term 'data generation' is preferred to 'data collection' since data in a social environment do not consists of objects, which can be readily collected. Data are generated, meaning that they are the construction of the researcher. Even if data are taken from secondary sources such as statistical tables and annual reports, the researcher will have to assess and check their credibility, make a selection and combine them in formats chosen by the researcher, such as graphs or texts. Likewise data are often created in interaction, for example with a respondent in an interview (Gummesson, 2005).

7.2.2. Identifying the respondents

The library directors of 33 different University (ULD) and Special libraries (SLD) of south of Finland were selected as subjects of study (Appendix 4). It consists of 23 University and 10 special libraries. The libraries were selected from the homepage of *Gateway to Finnish Research Libraries*. All the University libraries were chosen as subjects to study. In addition, some special libraries representing different subject fields such as humanities, social sciences, law and pure sciences were selected. In contrast, academic libraries also represent other subject fields such as art, theology, technology, economics and business besides portraying the disciplines of special libraries. The aim was not to compare these libraries strictly but to obtain a broader picture of the marketing cultures of libraries representing different disciplines. The sample also consists of customers of these libraries. It was aimed to distribute the questionnaire to ten customers in each library so that libraries' service performance could be analysed from the customers' point of view as well. The research data from the library customers were collected with the help of library management by distributing the questionnaire in random fashion.

7.2.3. Creating interview questionnaire for library director

A semi-structured questionnaire (Appendix 1) was created for interviewing library directors to ensure a consistent pathway to analysing the interview data. It consisted of both open and close-ended questions and was divided into four sections: *Attitudes, Knowledge, Marketing in practice and demographic characteristics of libraries*.

7.2.3.1. Attitudes

This section consists of statements which are designed to measure the attitudes of library directors towards different aspects of marketing of information products and services, and the respondents were asked to respond on a scale as to their agreement or disagreement with each statement by use of the five-point Likert Scale. The attitudes were measured in the following areas (q.5, 7-13, 43):

- Need for marketing
- Convenience to the customers (accessibility of services)
- Concrete evidence and experience to the customers about physical environment
- Cost to the consumers (Pricing issue)
- Communication with the customers (traditional promotional aspects)
- Internet as an effective tool for marketing
- Quality of library services (modern marketing approaches)
- Customer appreciation
- Developing relationship with customers
- Implications of marketing

The construction and validation of the attitudinal statements are fully described later in this chapter.

7.2.3.2. Knowledge

The second part consists of only open-ended knowledge measuring questions (q. 4,6,10, 16-21, 44-46). The marketing knowledge of the respondents was understood into the following areas:

- Important factors to increase the use of libraries
- Efficient ways to increase the quality of library service
- The notion about marketing in the library and information service context
- Utility and importance of marketing
- Principles of marketing (that can be applied in library settings)
- Identification of the target market (clientele base) and the ways to reach to them
- Communication with the customers
- Role of library's website in marketing
- Developing relationship with the customers

7.2.3.3. Marketing in practise

In this section, respondents were asked to provide information about certain library data such as library budget, institutional identity, number of staff and users, various services provided, library policies, the availability of infrastructure, time and budget spent on marketing related activities, decision making pattern, market orientation,

various promotional activities, service philosophy, current status of their marketing efforts and barriers/ constraints faced by them in implementing marketing principles and techniques. In the library and information services, there is a paucity of studies that have measured the market orientation. The market orientation activities of libraries (q.39 except statement number 19) were measured on a five point Likert scale (question) by adopting and modifying the model of Lozano (2000). The Lozano's model covers the following aspects in the context of libraries:

-customer-market orientation;
-organisational culture;
-function integration and co-ordination;
-long-term view, marketing training, competition orientation; and
-some quality related aspects.

However, the Lozano's model does not classify the above aspects specifically into different dimensions. Therefore, it remains unclear as which statements of the Lozano's model are applicable to which particular aspects or dimension of market orientation in the context of libraries.

The promotional list consists of fourteen different promotional methods. The respondents were asked to indicate the frequencies with which they performed those tasks, by choosing one of the four alternatives: Never, Rarely, Occasionally, and Often (q.42). Besides, this section also comprises of few attitudinal and open-ended knowledge measuring questions about the role of Internet and marketing goals associated with the library's website (q.43 to 46).

7.2.3.4. Demographic characteristics of libraries

This questionnaire also requests information about certain personal and professional characteristics such as qualifications, years of experience, exposure to marketing workshops/ seminars and marketing education, etc.

7.2.4. Questionnaire for library customers

An analysis of customers' feedback has also been sought, as marketing is considered basically an attitude towards customer satisfaction. This questionnaire was meant for measuring the marketing performance of the libraries as perceived by their customer base so that marketing effectiveness of their services could be gauged (Appendix 2).

The statements of this questionnaire were adapted and modified from Calvert's (2001) questionnaire which compared the variations in expectations of library customers of New Zealand and China. The questions were measured on a six point scale. This questionnaire also asks few questions regarding their awareness with the library.

The marketing effectiveness of the library services were understood from the customer's point of view in the following areas:

- Accessibility of services and products
- Study environment
- Equipment
- Collections usefulness
- Conditions of collections
- Customer centeredness of services
- Staff attributes
- Customer appreciation
- Overall quality
- Customers' opinion about pricing issue

7.2.5. Rationale behind attitude scale construction

Attitude scale is the most widely used and carefully designed technique for marketing attitudes. It consists of sets of statements or items to which the subject (library director) respond; the composite of these responses provide information about the subject's (library director) attitudes (Slamet, 1973).

There are several types of scales, which can be used to measure attitudes. All these are based on the assumption that the items which are used will elicit responses from persons with positive attitudes about the object or objects being studied which are clearly different from the responses of persons with negative attitudes about these objects. The more precise the scale, the more clearly will a person's attitudes is differentiated, falling on the continuum from positive to negative. That is, not only will the scale indicate that a persons may hold with extreme positive or negative views, but also will differentiate those at less extreme positions (Krech, 1962).

The two major types of attitude scales are the Thurstone and the Likert. The Likert scale uses the summated rating technique which requires the researcher to develop a pool of statements related to the object or objects being studied. Subjects (library directors) indicate the degree of agreement or disagreement with each statement by use of a five-point scale from positive to negative. The Likert scale was selected for use in this study for several reasons:

1. Likert scales are easier to construct than Thurstone scales. Not so many judges are required to establish the validity of the items on the Likert scales, and it is not necessary to assign a specific value for each item (Selltiz, 1976).

2. For scales with approximately the same number of items, Likert scales are more reliable than Thurstone scales (Krech et al., 1962).

3. On the Likert scales, individuals indicate their relative agreement or disagreement to each item on the scale instead of indicating only agreement or disagreement as is done with Thurstone scales. Thus, more specific information is gained about their opinions (Selltiz et al., 1976).

There are also disadvantages associated with Likert scales. The responses are on an ordinal scale which limits the types of analyses which may be performed. But this limitation did not present a problem in this study because many of the other variables which were studies could be measured only on a nominal scale level. Another limitation of the Likert scale which is associated with the selection of the attitude statements (Selltiz et al., 1976). If the items are not carefully constructed, it might give a wrong picture or non comprehensive view. Specifically, this limitation can be controlled by adopting contents validation process for finalizing the attitudinal statements.

7.2.5.1. Validation of attitude statements

A pool of many statements and questions was developed. These statements and questions were based on statements used in other marketing studies or in problem areas and concerns discussed in the library literature. The validation process was carried out in two phases during the research seminars held at the Department. Seminar participants were requested to point out any difficulty in understanding the questions. As a result, few statements which seemed to be confusing were discarded.

7.2.6. Pilot study/ pre-testing

There is a wide consensus in marketing literature that pre-testing is an integral part of the questionnaire development process (Aaker and Day, 1990; Reynolds and Diamantopoulos, 1998; Kinnear and Taylor, 1987). Some authors even consider that the questionnaire pre-test is vital and hence data generation should never begin without an adequate pre-test of the instrument. The pre-test is used to ensure that the questionnaire is appropriate for the survey in terms of its structure and language, and it enables the researcher to check that the information required of the target population is actually collected through the research instrument (Reynolds and Diamantopoulos, 1998).

Therefore, a pilot study was incorporated to refine both the questionnaires for library director as well as customer before the main data generation. The questionnaires were pre-tested in some faculty libraries of Åbo Akademi University during the Spring 2002. The participants consisted of librarians as well as customers of these faculty libraries. The purpose of the pilot study was to identify problems, if any, in interpreting the survey instrument and to obtain input about its possible improvements and modifications.

The questionnaire was sent to the librarians as an e-mail attachment and was asked to note any difficulties or ambiguities in the questionnaires. Based on the suggestions

supplied by the pilot study respondents, minor changes were made in the research instrument. The changes primarily involved were a change in the replacement of certain difficult/ confusing words by more commonly used words. No suggestions were made to customers' questionnaire.

7.2.6.1. Test interview

Churchill (1995) and Aaker and Day (1990) recommend that regardless to what the research method of the main study will be, the first pre-test should be done by personal interview since it enables the researcher to observe the respondent more in depth. Moreover, it is also suggested that pre-test should be carried out in the same manner as the main survey is planned to be realised (Kinnear and Taylor, 1987)

Therefore, in line with the recommendations, the research instrument was tested again by conducting a test interview with the library director of a polytechnic library in Åbo on May 24, 2002. The purpose was to understand areas of confusion, difficulties and to know how much time an interview might take in practice. This experiment was quite successful and interview took about 90 minutes. It was decided not to send any question before hand so that frank, spontaneous and unbiased answers of the respondents could be understood as sending the questions in advance might bias and influence their attitudes and knowledge. After the successful test interview, it was decided to go out for real respondents of study.

The use of a pilot study is recommended because it allows a researcher to review and revise a research instrument (Eisenhardt, 1989; Parkhe, 1993). Although no significant modifications were made to the questionnaires, the pilot study/ test interview did allow for minor corrections and refinements to the few statements of the library director's questionnaire. Moreover, the pilot study is not a pre-test of a questionnaire, but is more like a full "dress rehearsal" that may assist a researcher in developing a relevant line of questioning (Yin, 1994).

7.2.7. Conducting interviews

The appointment for interview was fixed with the respondents via e-mail and telephone. All the interviews were tape-recorded. In addition, during the interview, the researcher wrote the answers himself in the questionnaire both for open and close-ended questions as suggested by advisor. Although the interviews were conducted using an interview questionnaire, respondents were allowed to expand, illustrate and digress. This all helped in getting a deeper insight into the research problem. The interview lasted about 45-90 minutes depending upon the respondents. All the interviews were conducted at the library's premises at the scheduled date and time during the autumn of 2002 through until the spring of 2003.

In addition, ten questionnaires were distributed to each library. These were to be used in getting customers' feed-back on the marketing effectiveness of the library services. Initially, the researcher tried himself to collect customer's feedback during his visits to

different libraries. However, because of low feed-back, later on, the questionnaires for customers were handed over to the library directors in a self-addressed envelope and requested them to get it distributed randomly in the library to the customers. This resulted in a better feed-back. Overall, 165 questionnaire were returned out of 330 which amounted to 53% of the population. A minimum three and maximum ten questionnaires were returned from libraries.

7.2.8. Research approaches for data analysis

So far, marketing discipline has been dominated by the tradition of quantitative research. The rationale behind this is that many marketing scholars seem to believe that by measuring, quantifying and testing variables, they can add rigor to their research (Carson et *al.*,2001; Perry, 1998). Therefore, theory-testing methodologies such as surveys and experiments are the dominant methodologies in marketing. However, the qualitative methodologies such as field interviews and in-depth case studies which are considered essential to develop theory in marketing (Gummesson, 2002; Zaltman et *al.*, 1982), are published seldom in any of the leading academic marketing journals, particularly those that are published in the USA. For instance, a thorough review of qualitative works in the *Journal of Marketing*, *Journal of Marketing Research* and the *Journal of Academy of Marketing Sciences* reveals only about 35 studies published based on some form of qualitative methods during 1990-2003 (Alam, 2005).

In keeping with both perspectives, this research has adopted a combination of quantitative as well as qualitative methods in order to understand the overall impression of the library's marketing culture as brief answers to structured questions only would not have provided the required in-depth information to assess the issues adequately. Gummesson (2005) also argues similarly:

- being quantitative can contribute to raise the scientific status of marketing but is not sufficient;
- quantitative methods cannot achieve scientific excellence without a clear awareness of their qualitative dependency; and
- a merger of both worlds-rather than a one-sided acquisition-will add substantial synergy to research in marketing.

7.2.9. Different procedures of the present study

All the interviews were transcribed. An effort was made to capture a holistic picture of the respondents' answers by multiple readings of interview transcripts (Flint and Woodruff, 2001).

The quantitative responses from each questionnaire of library director as well as customers were coded in Statistical Package for Social Sciences (SPSS) which was used further for the analysis and interpretation of the data.

7.2.9.1. Quantitative analysis

A statistician was consulted for the analysis of the quantitative data. Different statistical methods such as factor analysis, ANOVA, cross tabulation and correlation, etc., were mostly used to try to pinpoint causality and relationship, usually between independent and dependent variables.

7.2.9.2. Classification of libraries on the basis of market orientation

From the statements of question 39 (Appendix 1), a factor called "market orientation" was derived by using factor analysis method (Appendix 3). The market orientation scale, adopted and modified from Lozano (2000), consists of 23 statements. All items of the above scale were measured on a five-point Likert scale. The reliability analysis revealed the Cronbach alpha coefficient 0.8601 for the overall model, which is greater than 0.7, the threshold as suggested by Nunnaly (1978). This reinforces the reliability of the scale and internal consistency of its items. Based on this factor "market orientation", libraries have been classified into three categories on the assumption that if respondents have market-oriented behaviour then their marketing attitudes and knowledge should also be in accordance with this assumption:

- Weak market oriented (the lower 25 % of market orientation scores)
- Medium market oriented (the middle 50 % of market orientation score)
- Strong oriented (the top 25 % of market orientation score)

The means of these statements were also calculated and compared by ANOVA into three categories.

Table 1: Means of market orientation

Market orientation	Mean	Number of respondents	Std. Deviation
Weak	2.5652	8	.43849
Medium	3.4834	17	.25991
Strong	3.9728	8	.24478
Total	3.3794	33	.59030

Initially, market orientation was also measured by giving the points (on a scale of 1 to 5) to all the items i.e. more points for more market oriented answer and vice-versa. The score for all the items were summed up and divided into three categories: strong (top 25 %), medium (middle 50 %) and weak (lower 25 %) as it was done with factor analysis. The significant difference among the libraries is also confirmed when looking at the correlation ($r = 0.97$) between the factor and the sum of the scores for the 23 statements of question 39 (Figure 2). This indicates that we would get almost the same classification of libraries if we used the sum instead of factor analysis. The X

axis represents the factor "market orientation" extracted by factor analysis and Y axis represents the sum of the score of "market orientation" of question 39.

Figure 2: Correlation between factor and sum
score of market orientation

Extracted factor from question 39 (market orientation)
$r = 0.97$
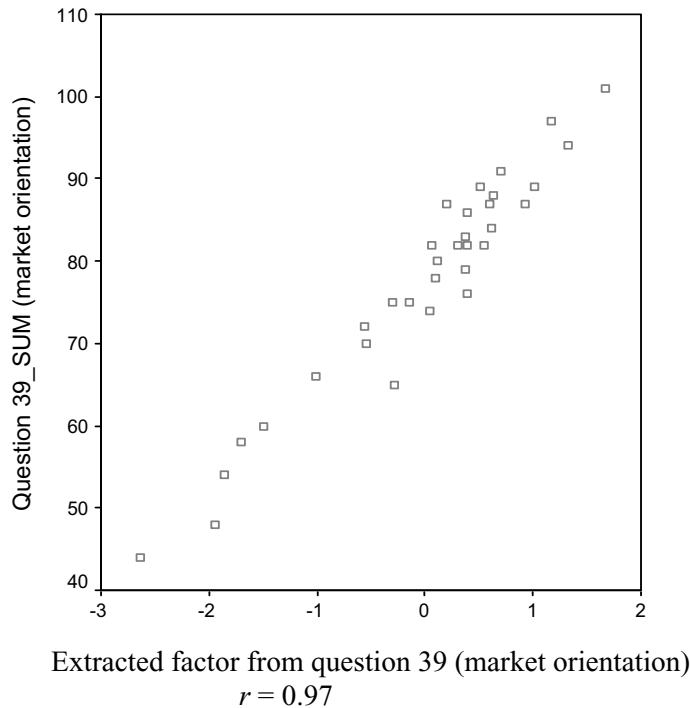
7.2.9.3. Measurement of marketing attitudes

The attitudes of the libraries towards different aspects of marketing have been understood by comparing them with their market orientation activities. Moreover, a classification of respondents overall marketing attitudes has also been made by calculating means of all attitudinal questions. Based on total score, the libraries were divided into three attitudinal categories: low (lower 25% score), medium (medium 50% score) and high (top 25% score). Finally, these attitudinal categories were cross tabulated with their market orientation activities to understand as to what extent their marketing attitudes and behaviour were consistent each other.

7.2.9.4. Measurement of marketing knowledge

The marketing knowledge of the libraries was mapped qualitatively by quantifying the answers on a five-point scale. More points were awarded to respondents' high marketing knowledge and vice-versa. Initially, the marketing knowledge of the libraries was understood against their primary market orientation grouping like

attitudes. Moreover, the means of all the answers were also calculated and libraries were divided into three categories on the basis their overall marketing knowledge: low (lower 25% score), medium (medium 50% score) and high (top 25% score). Further, this knowledge grouping was compared with market orientation classification to see the extent to which both constructs were in accordance of each other.

7.2.9.5. Measurement of service performance of libraries

The service performance of the library services and products has been assessed by on the basis of customers' feed-back in relation to market orientation activities of the libraries. The means of customers' responses on libraries' activities directed towards them have been calculated which are further compared by ANOVA against their market orientation.

8. The results of empirical analysis

This chapter presents the findings of the empirical data. The aim of the research was to investigate the marketing culture of Finnish research libraries and to understand the awareness of the library management with marketing theories and practices. This chapter analyses the pertinent issues underlying the marketing culture and attempts to explore the relationship between different variables. First, it explains the different levels of market orientation of libraries and explores the underlying critical dimensions behind their market oriented behaviour. Moreover, it compares the marketing attitudes, knowledge, operational policies and activities and service performance of libraries against their level of market orientation to explore the relationships among these variables. The research data have been analysed both qualitatively as well as quantitatively in order to get in-depth information about the marketing culture of libraries.

8.1. Three levels of market orientation

Market orientation, regarded as the implementation of the marketing concept, is the foundation of modern marketing management. This chapter reports the differences in the levels of market orientation across the different groups of libraries which have been measured with the help of Question 39 (appendix1). The study attempts to understand the market orientation of the libraries by modification of Lozano's model (2000) which has been classified into the following different dimensions:

1. customer philosophy
2. inter-functional coordination
3. strategic orientation
4. responsiveness
5. competition orientation
6. pricing orientation

The statements of these dimensions are used when constructing the factor for the classification of the libraries according to their marketing cultures. Based on factor and ANOVA analysis, three levels of market orientation are identified: weak, medium and strong. Even so, all these dimensions are further analysed in this chapter to check if these different dimensions are in accordance with the overall market orientation. The method of Gray, Matear and Matheson (2002) has been followed regarding the measurement of market orientation and its different dimensions. The means, F value and significance level for the different dimensions and items of market orientation are presented in the tables 2 to7.

As it appears from figure 3 that the strong market oriented libraries have obtained the highest mean (3.97) by outperforming the medium (3.58) and the weak (2.46) group of libraries in overall market orientation. There is an indication of significant

difference of market orientation across the three different types of libraries (F=43.765; *p*=.000).

Figure 3: Estimated marginal means of market orientation

Market orientation (F=43.765; *p* =.000)
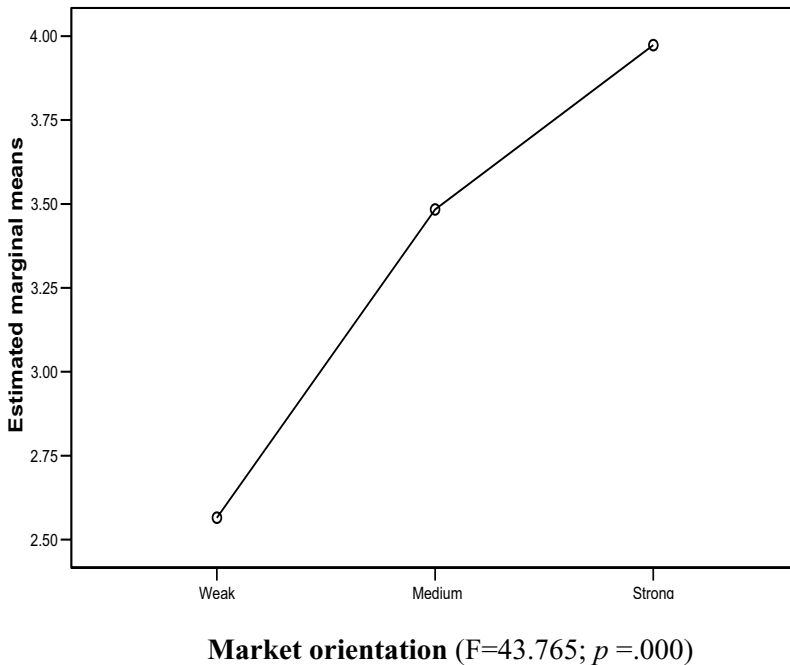
In the following, the different dimensions of market orientation of the three groups of libraries are presented and discussed:

8.1.1. Customer philosophy

Customer philosophy refers to an organisation's external focus on customer needs and wants (Leisen, Lilly and Winsor, 2002) or in other words it indicates the extent to which the library recognizes the primacy of the market (client base), and gear up to offer superior value to chosen customer segments in terms of their needs and wants. Table 2 shows the questions, means, F values and significance levels:

Table 2 and figure 4 indicates that the three groups of libraries differ significantly (F= 6.637; *p*= .004) from each other for the statements of the customer philosophy dimension. The highest mean (4.12) comes from the strong group followed by the medium (3.88) and weak (3.08) group of libraries.

The customer philosophy has been measured by three statements (table 2).
Significant differences have been observed for the statement 1, "In the library, there is a great awareness of importance of being an organisation prepared to meet the users' needs and wishes" (F=6.846; *p*=.004).

Table 2: Means of customer philosophy dimension

Market orientation (MO) dimension	All libraries (N=33)	Weak MO (N=8)	Medium MO (N=17)	Strong MO (N=8)
Alpha for overall market orientation = 0.86 F= 43.765; p =.000	Mean 3.3794	Mean 2.5652	Mean 3.4834	Mean 3.9728
Customer philosophy F= 6.637; p= .004	3.7475	3.0833	3.8824	4.1250
1. In the library, there is a great awareness of the importance of being an organization prepared to meet the users' needs and wishes. (F=6.846; p=.004)	4.61	4.00	4.71	5.00
2. The knowledge of our customers' needs and wishes is the base for all marketing activities of the library. (F=9.134; p=.001)	3.85	2.50	4.18	4.50
3. It's very difficult to fulfil our promises all the time. (F=.029; p=.971)	2.79	2.75	2.76	2.88

Likewise, the three groups of libraries differ significantly (F=9.134; p=.001) from each other for the statement, "The knowledge of our customers' needs and wishes is the base for all the marketing activities of the library". The highest mean (4.50) was obtained by the strong market oriented group of libraries followed by the medium (mean= 4.18) market oriented group. In marked contrast, the mean of the weak market oriented group is the lowest (mean=2.50) for this aspect. The means shows that the libraries of strong market oriented group stresses highest the importance to the knowledge of customers' needs and wishes for carrying out their marketing operations. One medium market oriented special library director commented, "*Such customer knowledge is not the base for all the library activities*". The statement appears to reflect that such libraries do not appreciate much about customers' needs and wishes in their ***all*** activities. But, nevertheless it indicates too that they might consider customers' concerns in their ***some*** library activities. Two members (one University and one special library director) in the weak market oriented group

answered, "*We don't have so much marketing activities*". This remark indicates a lack of appreciation of marketing thinking in carrying out their library activities.

Figure 4: Estimated marginal means of customer philosophy
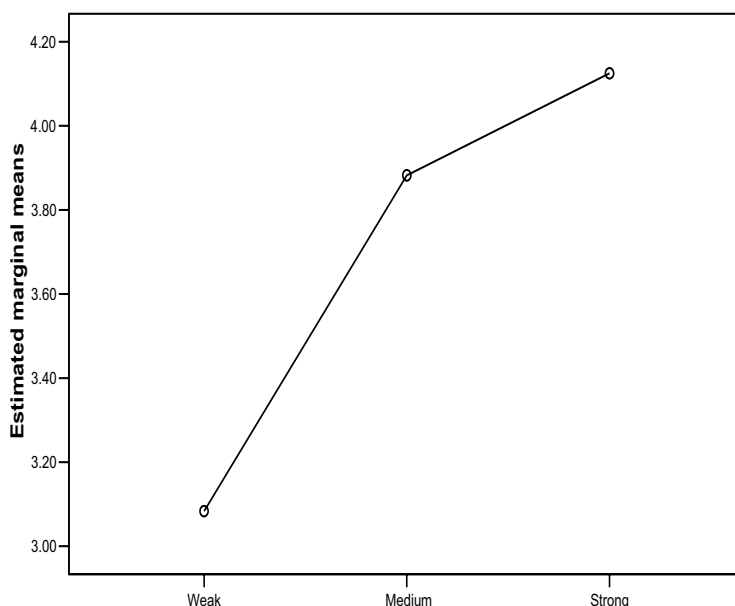
Market orientation (F = 6.637; *p* = .004)

Similarly, it also appears from the table that there are differences in the means of strong (mean=2.88), medium (mean= 2.76) and weak (mean=2.75) market oriented libraries for the statement, "It's very difficult to fulfil our promises all the time". But, the differences across the libraries are not significant. A majority of the libraries contended that "*it's not so difficult*". The discussion reveals that the opinions of the respondents are more or less similar on this aspect and that most of the libraries try their best to fulfil their promises. In doing so, they also come across some practical problems such as a limited budget, as reflected by the following comment made by one University library director of the strong market oriented group: " *A limited budget is responsible for not fulfilling promises to buy the all things all users wish*".

8.1.2. Inter-functional coordination

The inter-functional coordination is an internal dimension of market orientation, and refers to the sharing of resources among the various functional areas in order to create better customer value (Webster, 1994). This component stresses the coordinated utilization of library's resources in creating superior value and benefits for its customers. Thus, anyone in the library can potentially create value for the customer. This coordination of library's resources is closely linked to the customer although it is a behind-the-scene activity but in a way, the customer gets affected, directly or

indirectly. It does not put the emphasis simply on acquisition and organization of knowledge products and services but also draws on the information generated and through the coordinated use of library's resources, disseminates the information throughout the library. If inter-functional coordination does not exist, then Narver and Slater (1990) suggest that this must be cultivated by stressing the advantages inherent to the different areas in cooperating closely with each other. To be effective, all departments or units must be sensitive to the needs of all other departments or units in the library.

There is a significant difference (F = 10.277; p = .000) for the dimension inter-functional coordination across the strong (mean=4.66), medium (mean=4.25) and weak (mean=3.13) market oriented libraries as indicated by table 3 and figure 5. This dimension was measured by a combination of the answers on 4 different statements (table 3).

Table 3: Means of inter-functional co-ordination dimension

Market orientation (MO) dimension	All libraries (N=33)	Weak MO (N=8)	Medium MO (N=17)	Strong MO (N=8)
Alpha for overall market orientation = 0.86 F= 43.765; p =.000	Mean 3.3794	Mean 2.5652	Mean 3.4834	Mean 3.9728
Inter-functional coordination F = 10.277; p = .000	4.0758	3.1250	4.2500	4.6562
1. The activities of different library departments are coordinated in a way that improves the users' level of satisfaction. (F = 18.976; p = .000)	3.58	1.88	4.00	4.38
2. Our staff work as a team: we share responsibilities, information and decision making. (F = 4.096; p = .027)	4.36	3.63	4.41	5.00
3. The credit of achievement is shared by all levels of the organization, not just by the management. (F = 2.455; p = .103)	4.09	3.25	4.29	4.50
4. In our library, we have put emphasis on developing communication channels to guarantee that the opinions of the staff who interface with the users are taken into consideration. (F = 2.271; p = .121)	4.27	3.75	4.29	4.75

The three groups of libraries differ significantly (F = 18.976; p = .000) from each other for the statement 1, "The activities of different library departments are co-

ordinated in a way that improves the users' level of satisfaction" across the three group of market-oriented libraries. But it might be due to the fact that there were both smaller and bigger libraries among the respondents where there was no formal division of different units or departments. Some library directors belonging to each category stress, "*We don't have departments in our library*". Therefore, this finding cannot be said to be valid for all libraries but perhaps only may be suggestive where it pertains to large libraries with formal divisions into different units or departments.

There is also a significant difference (F = 4.096; *p* = .027) at the 0.05 level for the statement, "Our staff work as a team: we share responsibilities, information and decision making". The highest mean was obtained by the strong market oriented libraries (mean=5.00) followed by medium (mean=4.41) and weak (mean=3.63) groups.

Figure 5: Estimated marginal means of inter-functional coordination
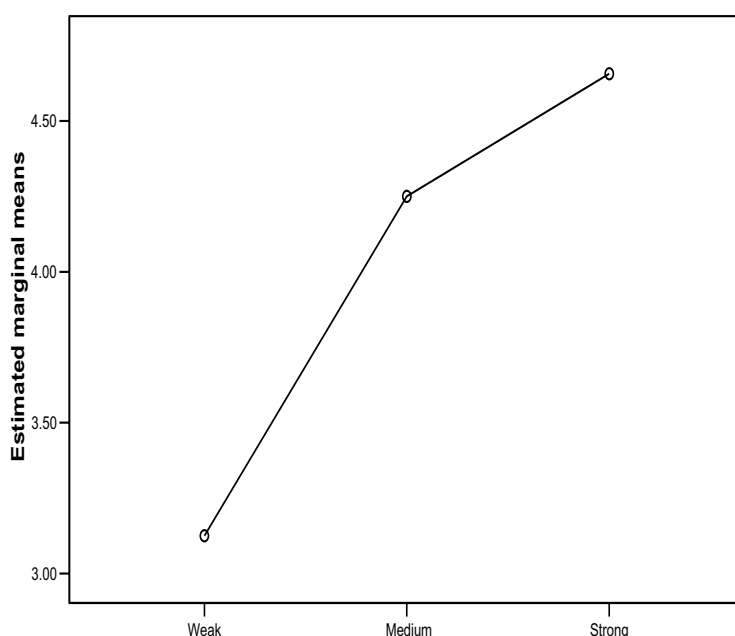
Market orientation (F = 10.277; *p* = .000)

Some interesting comments have emerged for the statement, "The credit of achievement is shared by all levels of the organization, not just by the management". Table 3 and figure 4 show that the strong market oriented libraries (mean=4.50) give more consideration to this aspect of achievement sharing which is comparatively lesser in libraries having medium (mean =4.29) and weak (mean=3.25) market orientation. The difference is significant (F = 2.455; *p* = .103) at 0.10 level. Some members of weak group contended:

It is unknown in the library world. (ULD)
I would like to share but it's not applicable in our case. (ULD)
I can't answer this question as there is no such achievement but I would like to share.
(ULD)

There is no significant difference across the libraries in the means for the statement, "In our library, we have put emphasis on developing communication channels to guarantee that the opinions of the staff who interface with the users are taken into consideration". Once again, strong market oriented libraries are in forefront (mean=4.75) followed by medium (mean=4.29) and weak (mean= 3.75) market oriented libraries.

8.1.3. Strategic orientation

This dimension measures strategic orientation, which means how an organization uses strategies to adapt/ or change aspects of its environment for a more favorable alignment (Manu and Sriram, 1996). It means how a library orients its strategies proactively for providing superior value to its customers by being responsive to their needs and wants in everything it does. Therefore, it is important to understand the link between market orientation and strategies for the better and comprehensive appreciation of market orientation's contribution towards library's effectiveness. This dimension considers the degree to which the strategic planning process of the library considers customers needs and wants and develop specific strategies to satisfy them.

As it appears from table 4 and figure 6, there is a significant difference (F = 40.105; *p* =.000) about strategic orientation dimension across the three groups of different market oriented libraries. The highest mean (3.98) comes from the strong group, which is comparatively lower in the medium (3.46) and weak (2.23) group of libraries. Even, the most of the statements of this dimension except some have also significant differences individually.

This dimension was measured by a combination of answers on 9 statements. Marked differences (F = 8.051; *p* = .002) have been observed across the libraries for the statement "we regularly collect information on the wishes and needs of our customer". The highest mean (4.63) was obtained by strong group, which was subsequently followed by medium (4.06) and weak (2.75) group of libraries. This finding seems to indicate the less appreciation of the proactive functional orientation of the weak marked oriented libraries towards its customer base as shown by their lowest mean.

Table 4: Means of strategic orientation dimension

Market orientation (MO) dimension	All libraries (N=33)	Weak MO (N=8)	Medium MO (N=17)	Strong MO (N=8)
Alpha for overall market orientation = 0.86 F= 43.765; p =.000	Mean 3.3794	Mean 2.5652	Mean 3.4834	Mean 3.9728
Strategic orientation F= 40.105; p= .000	3.2929	2.2361	3.4641	3.9861
1. We regularly collect information on the needs and wishes of our customers. (F = 8.051; p = .002)	3.88	2.75	4.06	4.63
2. We have differentiated offers and differentiated plans for the various users segments. (F = 2.138; p = .116)	3.12	2.50	3.06	3.88
3. For each user segment, we have identified the critical success factors in the use of our services. (F = 6.577; p = .004)	2.73	1.75	2.71	3.75
4. We introduce changes in the specifications or in the characteristics of our services / products when we identify new user needs. (F = 26.758; p = .000)	3.48	1.63	3.88	4.50
5. When preparing strategies, the library takes into account the impact of changes in the environment. (F =3.781; p = .034)	4.58	4.13	4.65	4.88
6. Staff members responsible for library areas or services have marketing experience or knowledge. (F =10.171; p = .000)	2.30	.87	2.65	3.00
7. We are very careful in selection of staff who interact with the customers. (F = 2.179; p = .082)	3.18	2.13	3.41	3.75
8. We thoroughly train the staff members who interact with the customers. (F = 11.406; p = .000)	3.42	2.00	3.59	4.50
9. It is not possible/ necessary to treat all the users equally. (F =1.195; p = .317)	2.94	2.38	3.18	3.00

The libraries of three groups differ significantly from each other (F = 6.577 p = .004) for the statement, "For each user segment, we have identified the critical success factors in the use of our services". The highest mean (3.75) has been observed in strong group followed by medium (2.71) and weak (1.71) group of libraries. This statement was a difficult question to answer for the respondents. Some of the medium market oriented library directors referred to it like this:

Don't know about it (SLD)
It should be more…this question is making me nervous (ULD)

Figure 6: Estimated marginal means of strategic orientation
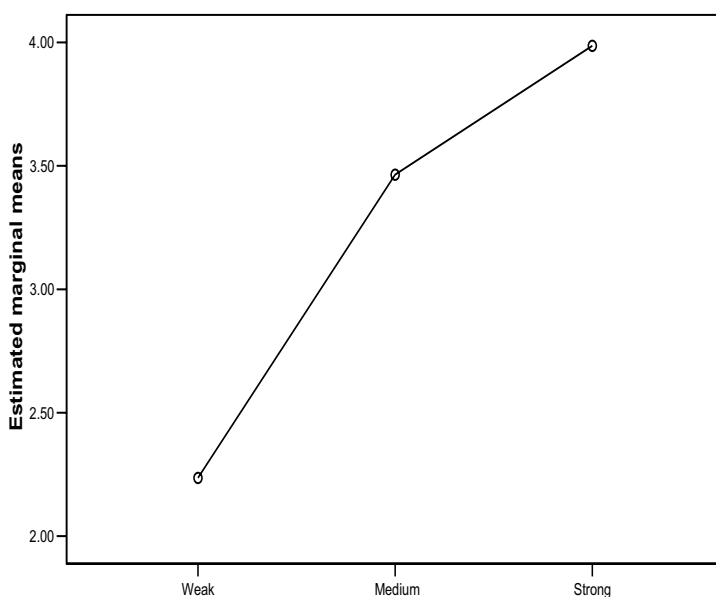
Market orientation (F = 40.105; p =.000)

Also, the statement 5, "When preparing strategies, the libraries takes into account the impact of changes in the library environment" also brings out significant difference (F = 26.758; p = .000) across the three groups of libraries. Once again, the strong group of libraries obtains highest means (4.88) by outperforming medium (3.88) and weak (1.63) group.

Likewise, significant difference has been noted (F =10.171; p = .000) for the statement 6, "Staff members responsible for library areas or services have marketing experience or knowledge". The highest mean (3.00) was observed in strong group followed by medium (2.65) and weak (.87) group of libraries. One strong market oriented library director commented, "*They don't have enough marketing knowledge*" (SLD). Another medium market oriented library director expressed, "*Some have*"

(ULD). One member of weak group said, *"We don't have marketing activities in our library"*. The statements indicate that directors of the strong market oriented group do not feel to be satisfied with the current level of marketing knowledge possessed by their staff and find it insufficient. The statement of medium market oriented library director shows that some members of their staff possess marketing knowledge but not all. In contrast, the statement of weak market oriented library director appears to reflect the under-estimation of such marketing knowledge.

Similarly, differences have also been observed for the statements about market segmentation (differentiated offers and differentiated plans for various user segments) and selection of staff but are not significant.

Another marked significant difference ($F = 11.406$; $p = .000$) was observed for statement 8, "We thoroughly train the staff members who interact with the customers". The strong group has achieved the highest mean (3.75) followed by the medium (3.41) and weak (2.13) group of libraries.

Some members of the strong market oriented group stressed the need of communication training and showed their concerns about its necessity to cope with the situation:

More training is required. (SLD)
We don't succeed in real situation. (ULD)

The respondents of the medium group also hold the same perception like the members of the previous group but to a weaker degree:

We don't have such training but would like to have it. (ULD)
We have decided to start with lectures in PR meant for giving services. (ULD)

The members of the weak group do not seem to appreciate much this aspect and commented:

Not applicable in our library. (ULD)
People have to learn this skill by doing work. (ULD)

All these statements of the respondents highlight that libraries need to give serious consideration in providing interaction/ communication skill training with the customers. Obviously, this is a *prima-facie* requirement in establishing relationship with their customer base in the long run.

8.1.4. Responsiveness

Responsiveness is seen as the ability of an organization to react, respond or even anticipate purposefully (Kritchanchai and MacCarthy, 1999) to customer needs and

wants which is very important in developing and maintaining long-term close relationship with them.

Table 5 and figure 7 show that there is no significant difference in the overall means of the responsiveness dimension (F = 2.029; p = .149). This indicates that libraries are, to varying degrees, responsive to their customers' information needs

Table 5: Means of responsiveness dimension

Market orientation (MO) dimension	All libraries (N=33)	Weak MO (N=8)	Medium MO (N=17)	Strong MO (N=8)
Alpha for overall market orientation = 0.86 F= 43.765; p =.000	Mean 3.3794	Mean 2.5652	Mean 3.4834	Mean 3.9728
Responsiveness F= 2.029; p= .149	3.1438	3.2500	3.3235	3.8438
1. We put efforts on adapting as much as possible our services to the specific needs of each customer. (F = 4.874; p = .015)	3.97	3.25	4.00	4.62
2. If any information is not available in the library, then we have no responsibility to provide suggestions on where to look for information outside the library. (F = 4.837; p = .015)	4.27	4.88	3.65	5.00
3. Sometimes, it is hard to reach the quality standards we set to ourselves. (F = .504; p = .609)	2.61	2.25	2.65	2.88
4. Although, it's good to show respect for our users, listen to them, pay due attention to their problems and treat them as individuals, but due to some reasons, we don't behave as such in practice all the time. (F = .296; p = .746)	2.88	2.63	3.00	2.88

There is a significant difference across the libraries at the 0.05 level for two statements. The strong market oriented libraries have obtained the highest mean (4.62) for the statement, "We put efforts on adapting as much as possible our services

to the specific needs of each customer" which is followed by the medium (mean = 4.00) and weak (mean = 3.25) groups. The significant difference (F = 4.874; *p* = .015) has been observed in the means across the three groups of libraries.

Similarly, the three groups of libraries differ significantly (F = 4.837; *p* = .015) from each other for the statement number, "If any information is not available in the library, then we have no responsibility to provide suggestions on where to look for information outside the library". The strong market oriented libraries have got the highest score (mean = 5.00) followed by the medium (mean =3.65) and weak (mean = 4.88) group of libraries.

Figure 7: Estimated marginal means of responsiveness
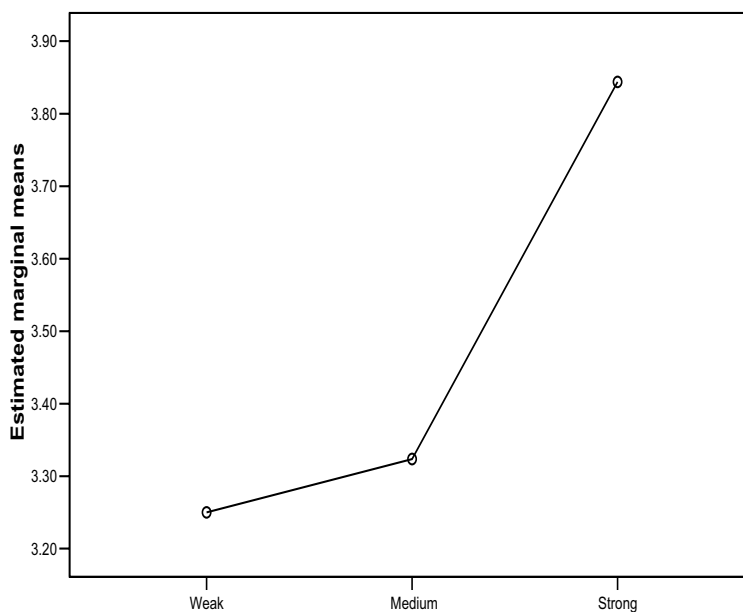
Market orientation (F = 2.029; p = .149)

Additionally, there are marginal differences in the means across the different groups (weak= 2.63; medium=3.00; strong=2.88) of libraries for the statement, "Sometimes, it is hard to reach the quality standards we set to ourselves". This statement measures the extent to which libraries are able to achieve the quality standards in their services. One member of the weak market oriented group remarked: *I can't answer as we have no quality standards…but if we have then it would be difficult to reach sometimes* (ULD). This condition may indeed be the case in other libraries too.

Likewise, marginal differences have also been observed in the means of different groups (weak= 2.25; medium=2.65; strong=2.88) of libraries for the statement, "Although, it's good to show respects for our users, listen to them, pay due attention

to their problems and treat them as individuals, but due to some reasons, we don't behave as such in practice all the time".

8.1.5. Competition orientation

Competition orientation means that the library understands the strength and weaknesses of its current and potential competitors as well as their long-term capabilities and strategies. Competitor orientation also draws on the information gathering and includes the thorough analysis of the competitors' technological capabilities. With this information an assessment can be made as to the competitors' ability to satisfy the same consumers.

But, in the library landscape, competition does not exist in the same way as in the profit-oriented business world. The competition may exist there but it may be more in a dimension that is not easily perceived. Hence, the respondents were told that the purpose of this question was to know if they felt competition in terms of the visibility, awareness, service quality, and obtaining of resources, etc., from other libraries operating in the same arena.

Table 6 and figure 8 indicate that there is a significant difference (F = 15.226; p = .000) in the means of competition orientation of three types of libraries. The highest mean was observed in the strong market oriented libraries (mean=3.00) followed by the medium (mean= 1.82) and weak (mean= .75) groups.

Table 6: Means of competition orientation dimension

Market orientation (MO) dimension	All libraries (N=33)	Weak MO (N=8)	Medium MO (N=17)	Strong MO (N=8)
Alpha for overall market orientation = 0.86 F= 43.765; p =.000	Mean 3.3794	Mean 2.5652	Mean 3.4834	Mean 3.9728
Competition orientation F = 15.226; p = .000 1. At some point, we have carried out an in-depth analysis of our main competitors and of the strengths and weaknesses of each one of them.	1.85	.75	1.82	3.00

Figure 8: Estimated marginal means of competition orientation
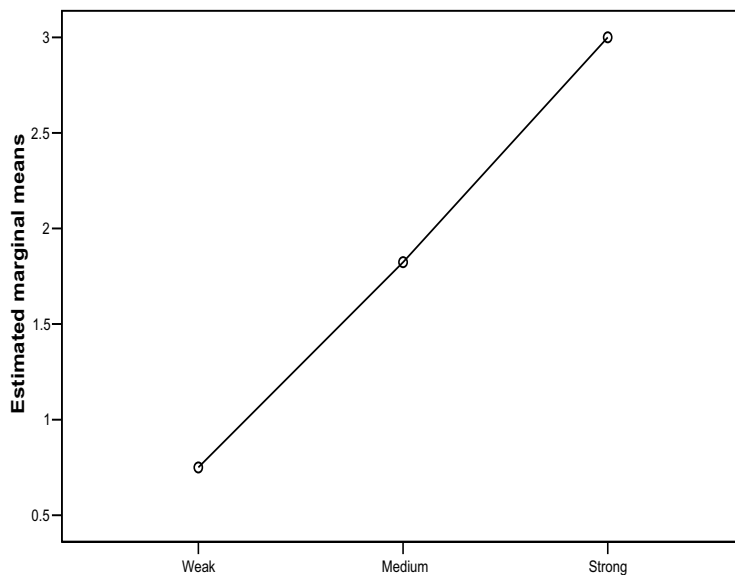
Market orientation (F = 15.226; p = .000)

A good number of libraries belonging to the strong group have done this kind of bench marking: that is aiming at understanding the strengths and weaknesses of their competitor libraries. Typical comments were:

More than three years ago. (ULD)
It was done in this library at one time. (ULD)
We try to do but we couldn't succeed. (ULD)

The statements reflect that the strong market oriented libraries are aware with the usefulness of bench marking. However, the statements indicate also that it is not a regular activity even in the strong market oriented libraries. It is also obvious that in doing so they face some problems. In marked contrast, the statement of the weak market oriented group shows their lack of competitor orientation. The most usual response of the weak group was:

We don't have any competitors. (ULD)

8.1.6. Pricing orientation

Pricing orientation is the only dimension of the market orientation that generates revenue, and all other elements contribute towards cost for the organization. From the customer point of view pricing is cost, hence one of the major deterrents of consumption of the product or service (Vespry, et al., 1999).

Therefore, it is necessary to keep in mind that in the context of non-profit organizations, 'price' does not necessarily mean 'selling' a service for a 'fee' especially not in the context of many libraries. Although it does mean that there is a cost to the provision of the service, it does not necessarily translate it as a fee to the library's clients. The fundamental approach of the libraries resides in the fact that they are in the 'information business' from the point of view of being a 'service' as well as a 'non-profit' organization. The 'price' of a library's core services lies in the fact of making ease of access to information as a 'mediator' and thereby providing the solution of the information needs of their clients. Therefore, in keeping with this approach, the questions on pricing orientations were asked from the library's perspective as opposed from a commercial profit-organization approach where 'price' can mean a totally different thing. Such questions (table 7) compel libraries to understand the cost-benefit ratio of the services which they provide. It helps libraries to modify, promote or eliminate services: the moderating factor is the importance of consumers on the services.

Table 7: Means of pricing orientation dimension

Market orientation (MO) dimension	All libraries (N=33)	Weak MO (N=8)	Medium MO (N=17)	Strong MO (N=8)
Alpha for overall market orientation = 0.86 F= 43.765; p =.000	Mean 3.3794	Mean 2.5652	Mean 3.4834	Mean 3.9728
Pricing orientation F= 5.221; p= .011	2.4848	1.6875	2.5882	3.0625
1. We have a precise idea, by user typology, of the cost and benefit as a function of the level of use of each one of services. (F = 4.369; p = .022)	2.55	1.75	2.59	3.25
2. We have considered the cost-benefit ratio for each one of the services and the convenience of relocating them, promoting them or getting rid of them depending on their level of use or the importance given to them by users. (F = 4.016; p = .028)	2.42	1.63	2.59	2.88

It is apparent from table 7 and figure 9 that there is a significant difference vis-a-vis pricing orientation at the level of 0.05 across the libraries of three different levels of market orientations (F = 5.221; p = .011). The strong market oriented libraries have

obtained the highest mean (3.06) which is followed by the libraries having medium (mean = 2.59) and weak market orientation (mean = 1.69).

Marked differences (F = 4.369; $p = .022$) have been observed for the statement, "We have a precise idea, by user typology, of the cost and benefit as a function of the level of use of each one of services".

Figure 9: Estimated marginal means of pricing orientation

Market orientation (F = 5.221; $p = .011$)
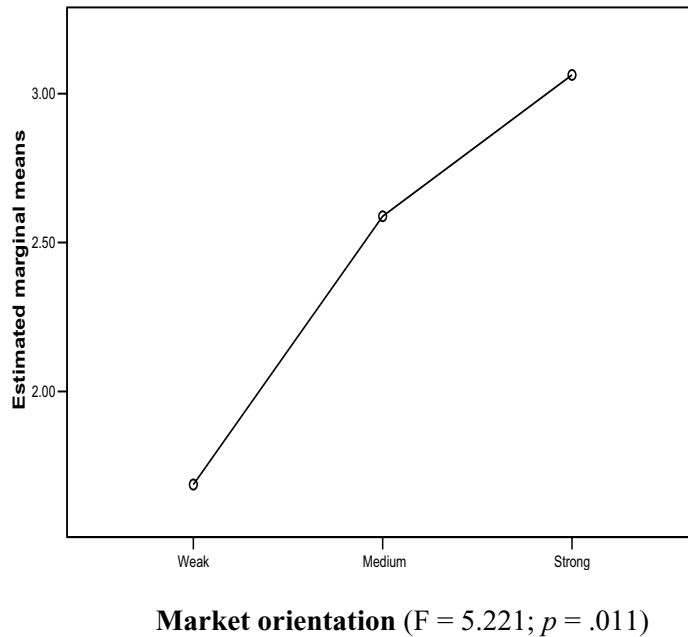
Likewise, notable differences (F = 4.016; $p = .028$) have also been found in the means of statement, " We have considered the cost-benefit ratio for each one of the services, and the convenience of relocating them or getting rid of them depending on their level of use or the importance given to them by users".

8.1.7. Summary

The analysis in this chapter indicates considerable differences in the market orientation across the strong, medium and weak groups of libraries. It can be seen in their emphasizing of the importance of customer philosophy, inter-functional co-ordination, strategic orientation, responsiveness and pricing orientation, that is, through the aspects emphasized as market orientation indicators (Kohli and Jaworski, 1990, 1993; Narver and Slater, 1990, 1995).

The strong market oriented libraries

The analysis shows that the strong market oriented libraries are most effective in creating a unifying service culture with a marketing philosophy and market orientation at its core. The overall findings of the customer philosophy dimension show clearly that this kind of library culture focusing on a strong customer philosophy tends to prioritize customers' concerns in its activities. Moreover, this kind of customer philosophy may have a great impact on all aspects of the overall market orientation of the library. This is reflected in the highest inter-functional co-ordinated utilization of knowledge and resources in all the functional areas. That means that the co-operation of the entire staff, team work and sharing in the internal environment of all the functions of the library is vital. It is highlighted in the libraries' strategic orientation in carrying out market segmentation and customer survey for understanding customers' needs and wishes. Moreover, these libraries stress the need for providing more marketing training, knowledge and customer competency development for their staff thus reflecting a more proactive approach towards the future. The higher means of the pricing orientation dimension of these libraries indicate that they keep a closer eye at the cost versus benefit ratio of the services/ products produced. However, the understanding of the cost-benefit ratio appears to be a difficult area even for these libraries as indicated by some respondents. The findings of competition orientation dimension highlight that these libraries seem to be more conscious about carrying out the in-depth analysis of the services, products and strategies of their competing libraries unlike their medium and weak counterparts.

The medium market oriented libraries

In many respects, the libraries of the medium market oriented group seem to provide a half-way house towards the adoption of a customer centred marketing culture compared to the strong group. The medium group does appear to assume a higher responsibility for marketing activities. However, in doing so, the customer philosophy, identifying processes which enhance a strong marketing culture, promote inter-functional relations, and providing marketing competence to staff seem to get comparatively less appreciation.

The weak market oriented libraries

The market orientation is not a part of the organizational culture among the libraries in the weak market oriented group. Their orientation towards their customers lacks a proactive functional marketing approach in most of the investigated dimensions. However, the analysis showed the lack of significance for the responsiveness towards the information needs of the customers across the three groups of libraries. This means, that there are no big differences amongst the libraries in three marketing culture groups when it comes to the attentiveness to the information needs and problems of their customers.

8.2. Market orientation and library's characteristics

Behaviour does not exist in a vacuum. It is a result of interaction with other influences, which may be personal, professional, and institutional. For example, it might be possible that a certain kind of behaviour develops because of existing personal, professional or institutional characteristics or because of changes in those characteristics (Kent, 1986; Oppenheim, 1992; and Wilkie, 1994). Therefore, it should be interesting to examine connections between the market orientation and such personal, professional and institutional characteristics of respondents to know if such connections indeed do exist. The following variables were analyzed in relation to market oriented behaviour:

- Marketing education
- Exposure to Marketing Seminar/conferences
- Years of experience
- Year of last LIS education
- Size of the library (on the basis of Staff strength)

8.2.1. Marketing education

It is apparent from table 8 that most of the respondents (5 out of 8) in strong market oriented category have studied the marketing concept as a course during their education. There is one respondent who has been studying the latest marketing trends and buzz, driven only; it seems, by keen personal interest. But, there are two respondents who have not had any such marketing education yet they are in the strong market oriented category. Similarly, in the medium market oriented category, about half of the respondents (8 out of 17) have studied the marketing concept either formally (5 respondents) or informally (3). It also shows that more than half of the respondents (9 out of 17) of the medium group have had no exposure to marketing education. In the weak market oriented libraries, all respondents except one (7 out of 8) have not had any marketing education. Marketing education seems to be important in creating an awareness amongst library personnel as to the usefulness and importance of marketing for libraries. At the same time, the knowledge need not always be based on a formal marketing education. It can also be concluded that there can be exceptions. A person with only informal insights in marketing can be a very effective marketer. Many of respondents have been endeavoured to understand, through self-motivated study, the changing dimensions of their careers, needs and requirements of their profession and their own role during in the organization. However, a formal education does not always guarantee a market orientation as shown by the respondent with a formal education and still belonging to the weak market oriented group.

Table 8: Knowledge of marketing concept

| | | Have you studied the concept of marketing? | | | |
		no education	informal education	formal education	Total
Market orientation	Weak	7	0	1	8
		87,5%	,0%	12,5%	100,0%
	Medium	9	3	5	17
		52,9%	17,6%	29,4%	100,0%
	Strong	2	1	5	8
		25,0%	12,5%	62,5%	100,0%
Total		18	4	11	33
		54,5%	12,1%	33,3%	100,0%

df = 4; p =.114

8.2.2 Exposure to marketing seminar

Marketing has been a popular topic in the profession of librarianship in recent years. It is on the agenda of library meetings and workshops and is the subject of major national and international conferences. During the last decade, many library schools and professional associations have organized several refresher courses, seminars, workshops and training programmes on marketing and related areas. These programs had the objective of explaining how the concepts of marketing could be applied to the library and information services profession. Therefore, it was presumed that the respondents who had attended such workshops, seminars and training programmes, were expected to respond more positively to all the statements related to the market orientation than those who had not had any such exposure.

The table 9 highlights that all the respondents of the strong and medium market oriented group have had exposure to marketing seminar, conferences and workshops, etc. In sharp contrast, most of the respondents (7 out of 8) of the weak market oriented group have not attended any such marketing seminar or conference and thus lack such exposure. This finding suggests that such programmes are a great help in creating a strong awareness among the information and library professionals, helping them appreciate and realise that marketing has a legitimate place in the library environment.

Table 9: Respondents' exposure of marketing seminar/conferences

| | | Market orientation | | | |
		Weak	Medium	Strong	Total
Number of marketing seminars attended	0	7	6	2	15
		87.5%	35.3%	25.0%	45.5%
	1	0	4	2	6
		.0%	23.5%	25.0%	18.2%
	2	0	2	1	3
		.0%	11.8%	12.5%	9.1%
	3	1	3	0	4
		12.5%	17.6%	.0%	12.1%
	4	0	0	1	1
		.0%	.0%	12.5%	3.0%
	5	0	1	0	1
		.0%	5.9%	.0%	3.0%
	10	0	1	2	3
		.0%	5.9%	25.0%	9.1%
Total		8	17	8	33
		100.0%	100.0%	100.0%	100.0%

df =12; p=.204

Seminars/ symposia/ workshops can thus be an appropriate mechanism for creating awareness of the marketing need and may serve as a vehicle for changing libraries' organizational behaviour in the long term. However, it should be recognized that any organizational behaviour changes as a result of workshop participation of respondents are likely to be gradual. It might also be possible that such marketing programmes do not leave any positive traces on some respondents. Indeed this was evident in one weak market oriented respondent who had such exposure. The impact is individual specific that varies from person to person depending upon their personality, and mindset of the person for appreciating new and innovative ideas. Therefore, it is reasonable to believe that such marketing workshops, seminars and conferences will not result in radical changes in the behaviour of the every participant but surely, the majority of participants are affected in some way.

8.2.3. Years of professional experience

As illustrated in table 10, the study sample has 7 respondents with less than or equal to 15 years of professional experience (weak = 5; medium = 2), 8 respondents with 16-25 years of (medium = 5; weak = 3) experience and 18 with more or equal to 26 years of experience (weak =3; medium = 10; strong = 5). Library respondents with more experience seem to be more concerned about their customers' information needs and problems by appreciating and adopting marketing approaches, which is reflected in the strong market oriented behaviour of their libraries.

Table 10: Years of professional experience

		Market orientation			
		Weak	Medium	Strong	Total
Years of Experience	1 -15	5	2	0	7
		62.5%	11.8%	.0%	21.2%
	16 - 25	0	5	3	8
		.0%	29.4%	37.5%	24.2%
	26 -	3	10	5	18
		37.5%	58.8%	62.5%	54.5%
Total		8	17	8	33
		100.0%	100.0%	100.0%	100.0%

df= 4; p=.016

The differences in their market oriented behaviour may be due to more experience, the kinds of exposure, and the prevailing trends in the library and information services field. The experienced respondents seem to be comparatively more familiar with different provisions and various methods that can be helpful in increasing the use of various library services and products. In contrast, the younger respondents who are having a more theoretical background seem to be, to a greater extent unaware of the far reaching implications of these marketing approaches.

8.2.4. The year of last LIS education

Due to the technological, scientific, economic as well as academic demands there has been a natural impact on the syllabus of the library schools. To help the student become conversant in new technologies and devices, the library and information science schools have been changing and modifying their syllabus slowly and gradually. During the last 10-15 years, the curriculum of many library schools has undergone major revisions, incorporating areas such as library automation, information use promotion, user surveys, information process and dissemination, repackaging of information, different channels of service delivery, marketing of information, etc. Therefore, it can be interesting to ascertain whether the year of the LIS education of the respondents has any relation to their market oriented behaviour.

Table 11: Year of last professional qualification in LIS

		Market orientation			
		Weak	Medium	Strong	Total
Year of last professional qualification in LIS	- 1975	2	6	1	9
		25.0%	35.3%	12.5%	27.3%
	1976 - 1990	1	7	5	13
		12.5%	41.2%	62.5%	39.4%
	1991 -	5	4	2	11
		62.5%	23.5%	25.0%	33.3%
Total		8	17	8	33
		100.0%	100.0%	100.0%	100.0%

df= 4; *p*=.176

Table 11 illustrates that more than half of the respondents (5 out of 8) of the strong market oriented group have taken their most recent library and information science education (courses, degree) between the periods of 1976-90. It also indicates that there are two respondents who have taken their last LIS education after 1991 and one has taken it prior to 1975. In the medium market oriented group, there are six respondents who have received their last LIS degree before 1975; seven respondents have taken it during 1976-1990; and four of them have obtained it after 1991. The table also highlights that five respondents belonging to weak market oriented group, have got their last LIS degree after 1991; only one person obtained it during 1976-1990 whereas two respondents have taken it before 1975.

8.2.5. The relation between the respondents' experience and year of their last LIS education vis-à-vis market orientation

Figure 10 illustrates the correlation between the respondents' experience and the year of their last LIS education. As explained in earlier sections, most of the respondents of the strong (8 out of 8) and medium (15 out of 17) market oriented groups have experience of either 16-25 or 26=< years. In sharp contrast, most of the weak market oriented respondents (5 out of 8) have 1-15 years of experience.

Figure 10: Correlation between the respondents' experience and
year of their last LIS education

Experience (in years)
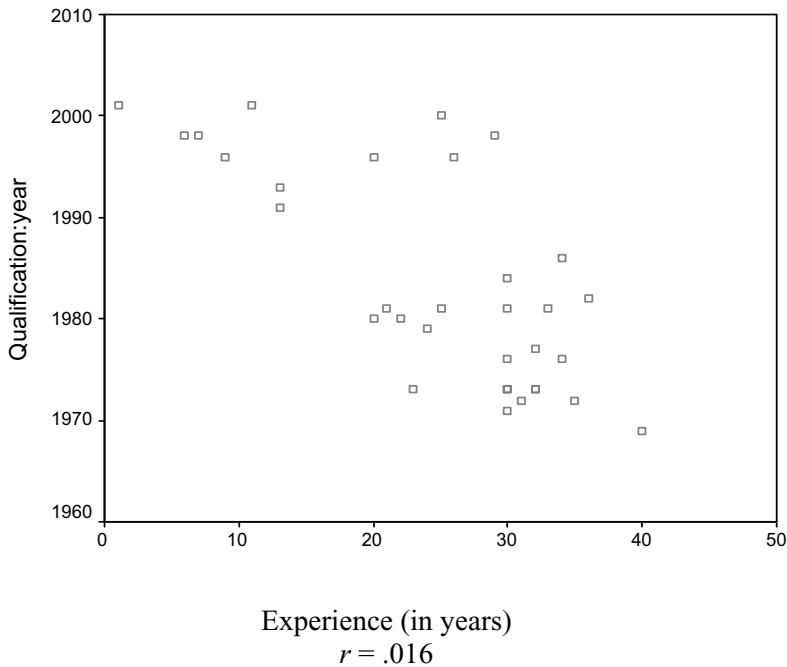
$r = .016$

When the experience of respondents was correlated ($r = .016$) with their year of last LIS education, it showed that most of the strong (5 out of 8) and about half of the medium (7 out of 17) market oriented respondents had obtained their degree during 1976-90 and they were having the experience of either 16-25 or 26=< years. It is interesting to note that it was also the period during which the idea of marketing got its acceptance for non-profit organization and a great emphasis was placed on applying marketing principles and techniques in services organizations from 1980s onwards. It might be possible that this marketing idea has had some influence on these respondents who had started their professional career at that time. There are two respondents in the strong market oriented category who have taken their last LIS degree either in 1991 or afterwards but they are having 16-25 years of experience. This means that they have been interested in raising their competence level by studying the latest issues of concern to their profession. In marked contrast, most of the weak market oriented respondents (5 out of 8) have obtained their last LIS education from 1991 onwards but they keep the experience of 1-15 years. This suggests that although they may have better theoretical backgrounds than the older respondents yet their behaviour is weak market oriented. This may be due to the lack of sufficient understanding about, less experience with, and less opportunities for implementing marketing techniques. This correlation indicates that marketing techniques are not necessarily connected to the formal LIS education but learned over during the entire professional career cycle of a librarian. Perhaps, it may even happen late in one's career after taking up an administrative position.

8.2.6. Market orientation on the basis of the size (staff strength) of the library

Libraries were classified into three categories on the basis of their staff strength: 1.) small libraries having 1-8 employees; 2.) medium libraries consisting of 10-29 workers; and 3.) large libraries comprising of 33-180 personnel.

Table 12 highlights that majority of the strong market oriented libraries (5 out of 8) are of medium size having 10 to 29 personnel. Also, there are two small libraries having the staff of less than 10 persons and one large library (43 personnel) which has a strong market orientation. In the weak market oriented group, the size of the library (small-3; medium-5; large-2) is more or less equally distributed. Likewise, the libraries having medium market orientation are also of small (5 libraries), medium (5 libraries) and large (7 libraries) size.

Table 12: Size of the library

| | | Size of the library on the basis of staff strength | | | |
		small	medium	large	Total
Market orientation	Weak	3	3	2	8
		37,5%	37,5%	25,0%	100,0%
	Medium	5	5	7	17
		29,4%	29,4%	41,2%	100,0%
	Strong	2	5	1	8
		25,0%	62,5%	12,5%	100,0%
Total		10	13	10	33
		30,3%	39,4%	30,3%	100,0%

df = 4; p =.507

8.2.7. Summary

The characteristics of the following three groups of libraries are summed up as follows:

Characteristics of the strong market oriented libraries

- Most of the respondents have taken their last LIS education (courses/degree) during 1976-90 except two who took their courses after 1991.
- A majority of the respondents have had marketing education either formally or informally.
- Respondents have had better exposure to marketing seminars and conferences.
- Respondents have more years of professional experience ranging between 16-25 or 26=< years.

- Most libraries fall into the medium size category.

Characteristics of the medium market oriented libraries

- A majority of the respondents (65%) took their last LIS degree during either during 1976-90 or after 1991 whereas about 35 % respondents obtained their degree prior to 1975.
- About half of the respondents have had either formal or informal marketing education whereas rest of them has had no such marketing education.
- The respondents have had some exposure to marketing seminar and conferences.
- Respondents having considerable experience fall into a range of 16-25 or 26=< years.
- There are all kinds of libraries, viz., large, medium and small libraries.

Characteristics of the weak market oriented libraries

- Quite a significant number of respondents (62.5%) have obtained their last LIS education after 1991.
- A majority of the respondents (87.5%) have no had no marketing education during their career.
- Most of the respondents (87.5%) have not attended any marketing seminar or conference.
- Respondents have comparatively less experience ranging between 1-15 years.
- This kind of market orientation can be found in libraries of any size i.e. small, medium and large.

8.3. Marketing attitudes

"Attitude" means a learned predisposition to respond to an object in a consistently favourable or unfavourable way (Wilkie, 1994). A useful way of defining attitudes in the context of marketing management is as a set of predispositions to act in certain ways in response to certain stimuli (Kent, 1986). The linkage between attitudes and implementation is that potentially dysfunctional actions can result from inappropriate attitudes and so hinder marketing practices (Meldrum, 1996).

Attitudes in organizations initiate at the top. Crucial to the adoption of a true market orientation is the attitude of the leader of the organization (Doyle, 1987). This chapter reports the findings about the attitudes of libraries towards different aspects of marketing. The purpose is to understand libraries' attitudes about different concepts of marketing, and to determine if there is any relationship between these attitudes and their market-oriented behaviour.

The attitudes of the respondents were studied in the following areas of marketing:

8.3.1. Need for marketing

Application of 'marketing' approach in the context of library and information providing organizations seems to be comparatively, of recent origin. But, it is often seen that there is still much resistance in the library and information services field to the use of 'marketing' approach to management and as such it has not received due consideration.

Therefore, in keeping with this view, the attitudes of the library directors were analyzed with respect to the need for application of the marketing concept in the library and information services profession. A library needs marketing:

- To make its services known to the public
- To cope-up increased resource constraints and shrinking library budget
- To meet the impact of the electronic information age
- To satisfy the ever increasing users expectations for information
- To justify the cost involved in the generation of information products / services
- To face competition from other information providing organisations
- To remove the reluctance on the part of librarians in employing marketing principles in the library milieu.

Table 13 shows that a majority of the respondents (28) consider the application of marketing either necessary (21) or most necessary (7). In contrast, only five members do not seem to appreciate the necessity of marketing programmes for the library and information-providing sector.

Table 13: Necessity of marketing programmes

		Market orientation			Total
		Weak	Medium	Strong	
Necessity of marketing programme	Not necessary	2	2	1	5
		25.0%	11.8%	12.5%	15.2%
	Necessary	5	11	5	21
		62.5%	64.7%	62.5%	63.6%
	Most necessary	1	4	2	7
		12.5%	23.5%	25.0%	21.2%
Total		8	17	8	33
		100.0%	100.0%	100.0%	100.0%

df= 4, p=.899

The necessity of marketing programmes is further explained with the help of figure 11. This chart depicts the profile of the means of those twenty-eight members who favour and support the application of marketing idea for the library and information providing organizations in table number. As it can be seen in figure 10, the libraries having strong market orientation keep very positive (mean 28.6) attitude about the need for marketing. But, on the contrary, the libraries of weak (mean 25.7) and medium (mean 25.7) market oriented categories held just different views thus having negative attitudes.

Figure 11: Estimated marginal means of needs for marketing
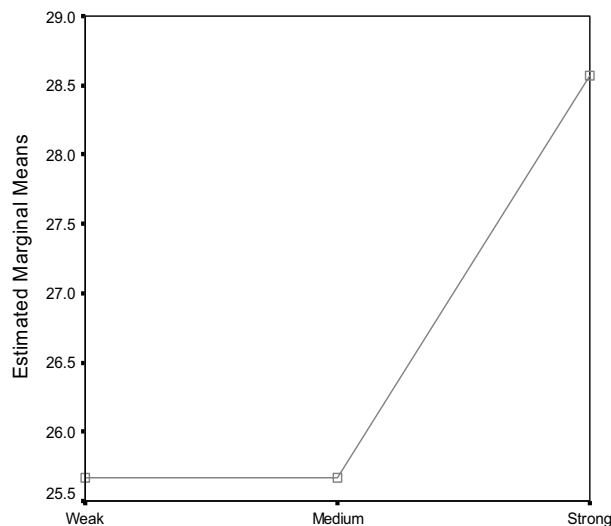
Market orientation (F=7.650; p=.003)

The F test reveals that there is a significant difference (F=7.650; p=.003) of opinions across the libraries over this issue. Increasing resource constraints, competition and reluctance on the part of librarians to employ marketing principles may be the likely

reasons for different views as the respondents have differed greatly on these issues as observed in the frequency table.

8.3.2. Convenience to the consumers (accessibility of services)

This issue deals with the organization of the library's facilities, products and services so that consumers can consume these products and services conveniently, at the right time and at the right place. The respondents' opinions were asked if the following things helped in increasing the use of libraries:
- Home Pages
- Information on the user catalogue
- Opening hours

Figure 12 indicates that the weak market oriented libraries are the most positive ones (mean 11.1) followed by the strong group which also seem to be quite favourable (mean 11) about these issues concerning the various provision of accessibility of services that provide awareness to the customers about the libraries' products, services and facilities. The libraries having medium market orientation do not give so much importance (mean 10.47) to this issue.

Figure 12: Estimated marginal means of accessibility of services

Market orientation (F=.343; *p*=.713)
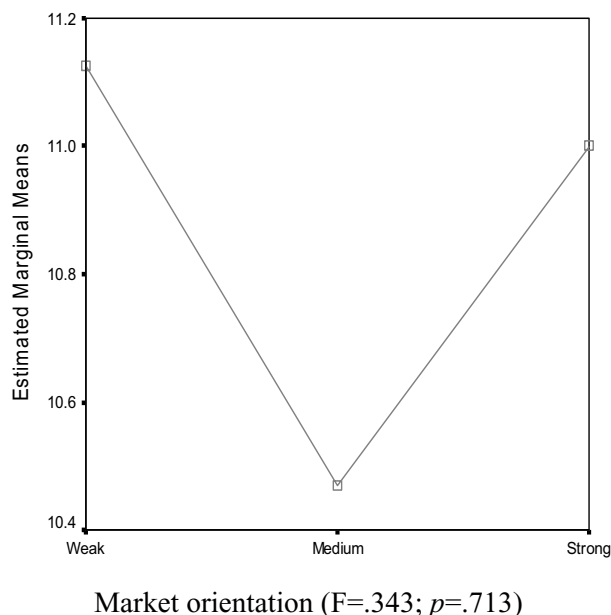
8.3.3. Physical environment of library

This factor comprises the requirements, which may provide the customer some kind of evidences, clues or indications about the expected outcome (possible quality) of the library services. These requirements concern mainly the physical environment of the library, that is to say, its décor or the impression it gives when someone visits its premises. To some customers, photocopiers, the structural aesthetics of the building, comfortable furniture, lighting and well-organized documents, may seem to reflect the quality of the services provided. Moreover, features of the physical environment of the library can appear to be a part and parcel of the library's overall culture. The respondents were asked to measure the importance of the following factors:

- An attractive and impressive interior of library building
- Adequate lighting, temperature, and ventilation, etc.
- Comfortable furniture
- Silent reading room
- Properly shelved documents
- Properly working equipment such as photocopiers, A-V materials, microfilm, microfiche readers, and computers, etc.
- The provision of some study areas where talking is permitted.

Figure 13: Estimated marginal means of physical environment

Market orientation (F=1.768; p=.188)
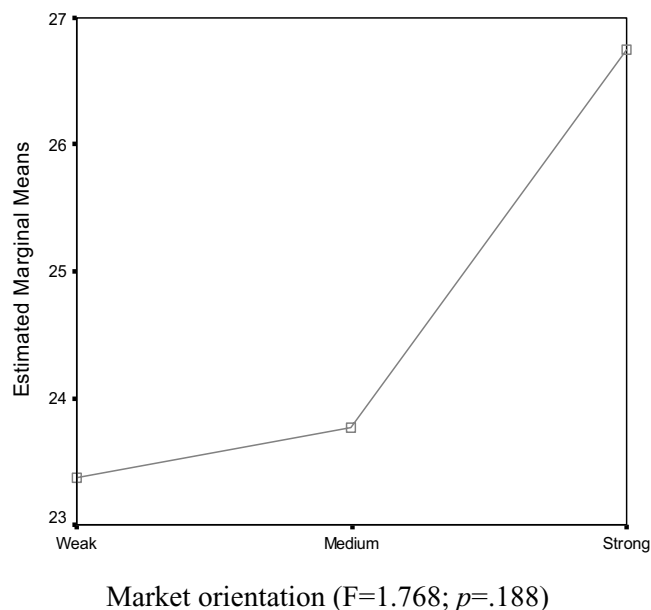
As it is clearly evident from figure 13, the strong market oriented libraries are the most positive ones (mean 26.8) about the physical environment where as the medium

(mean 23.8) and weak group libraries (mean 23.4) are not overly concerned about these issues.

8.3.4. Pricing issue

The attitudes of the respondents were sought out on the two pricing aspects: free-of-cost services and assessment of direct and indirect costs.

8.3.4.1. Free-of-cost services

The respondents were asked whether the free-of-cost service could be a factor that increases the use of the libraries. Table 14 shows that eighteen respondents consider it very important to provide free-of-cost services that can help in increasing the use of libraries. It should be pointed out that thirteen respondents maintain neutral attitudes and the highest percentage of such respondents are clearly visible in the strong market oriented libraries (6 out of 8). Most of the respondents having neutral attitudes were of the view that it might not be possible for them to do the same in the future. They state that the situation might be different in great measure if libraries face difficulties in getting resources. However, most of them were not in favour of charging. One respondent from a medium market oriented library having neutral opinion made an interesting connection of the question of charge to the quality aspect, "*if the quality of services and products is not good, then even providing them totally free-of-cost cannot give the guarantee that it would be helpful for increasing the use of libraries…after all it is the quality that really matters to the customers*" (ULD). It should be noted, that most of the respondents maintain varying views on this statement due to which their responses are mixed and spilt.

Table 14: Free of cost services

| | | Free of cost services | | | Total |
		Negative	Neutral	Positive	
Market orientation	Weak	0	3	5	8
		.0%	37.5%	62.5%	100.0%
	Medium	1	4	11	16
		6.3%	25.0%	68.8%	100.0%
	Strong	0	6	2	8
		.0%	75.0%	25.0%	100.0%
Total		1	13	18	32
		3.1%	40.6%	56.3%	100.0%

df= 4, *p*=.185

8.3.4.2. Assessment of direct and indirect cost

The assessment of direct and indirect cost was analyzed with the help of following statement:

It is not so important to assess the direct and indirect cost involved in the development of information products/ services.

It is comparatively easy to evaluate the direct cost involved in buying equipment such as computers, photocopiers, furniture, etc. But, it is quite difficult to assess the indirect costs involved in the generation of information services and products. For example, it may be quite complicated to estimate the costs of man-power efforts and time involved in the generation of a bibliography or abstracting services.

Table 15: Assessment of direct and indirect cost

		It is not so important to assess the direct and indirect cost			
		Not important	Neutral	Very important	Total
Market orientation	Weak	1	0	7	8
		12.5%	.0%	87.5%	100.0%
	Medium	0	6	11	17
		.0%	35.3%	64.7%	100.0%
	Strong	1	2	5	8
		12.5%	25.0%	62.5%	100.0%
Total		2	8	23	33
		6.1%	24.2%	69.7%	100.0%

df= 4, *p*=.248

Table 15 reveals that majority of the respondents (23) feel that it is very important for libraries to assess the direct and indirect cost involved in the development of information services and products. The proportion of libraries which agreed with the statement is high in all three market oriented groups, but at the highest in the weak group of libraries. The respondents also emphasize that it is not very easy to estimate the indirect cost especially the efforts and time involved by the personnel. Eight respondents prefer to be neutral whereas only two members give negative responses. The overall finding indicates that the libraries of weak market oriented group seem to be more 'inward' looking rather than 'outward' oriented i.e. they are more oriented towards internal problems and procedures instead of towards customers, environmental changes and markets.

The substantial number of neutral responses in both the tables highlights the confusion prevailing among respondents about the controversial pricing issue in the library sector: an issue has yet to be resolved.

8.3.5. Promotional aspects (traditional)

The following promotional traditional tools are often used in the libraries to make customers aware about their services and products:

- Library user education programme
- Well-administered signs, symbols and hand-outs
- Library brochures, leaflets and pamphlets
- Publicity and personal contact

Figure 14: Estimated marginal means of promotional aspects

Market orientation (F=1.588; *p*=.221)
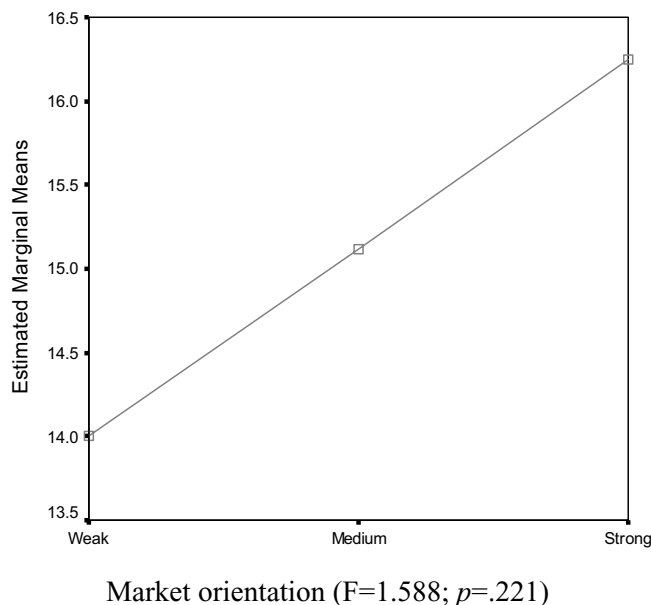
Figure 14 depicts clearly that the strong market oriented (mean 16.3) libraries are in the forefront of the promotional efforts. By contrast, the medium (mean 15.1) and weak (mean 14) groups which do not seem to appreciate these promotional efforts for creating awareness among their customers about their services and products. Moreover, it explains a clear trend that the marketing behaviour (orientation) and attitudes are positively related to each other on this aspect.

8.3.6. Quality of services

The quality of services is considered a fundamental and crucial feature in services marketing (Grönroos, 1990), industrial marketing (Håkansson and Snehota, 1995), relationship marketing (Morgan and Hunt, 1994) and consumer marketing (Kotler *et al*., 1999). Accordingly, the quality

of library services can be seen as one of the most important features in developing and maintaining fruitful and successful relationships in different areas of their marketing activities.

Against this backdrop, the respondents' attitudes were measured about the possible efficient ways to increase the quality of library services. This was done by asking the respondents about the most important features or efficient ways to delivery quality in library services. These features are:

- Quality of service
- Existence of a mission statement
- Good knowledge about user needs and demands
- Identical plan for each information product/ service and customer group
- Regular assessment of the library's information services/ products
- User involvement in the development of the library's service/ product
- Information distribution channels
- Charging the users
- Adequate manpower
- Financial support from the administration
- Marketing professional to look after marketing activities
- Provision of help desk for users
- Giving accurate answers to users' queries
- Fulfilment of promises
- Fulfilment of users' specific information needs in anticipation
- Equal treatment to all categories of users
- Continuous and motivated team-work among the staff
- Library staff efficiency issues
- Necessity to consult all library staff in the planning and goal setting process of the library.

Figure 15: Estimated marginal means of quality of services

Market orientation (F=1.206; *p*=.313)
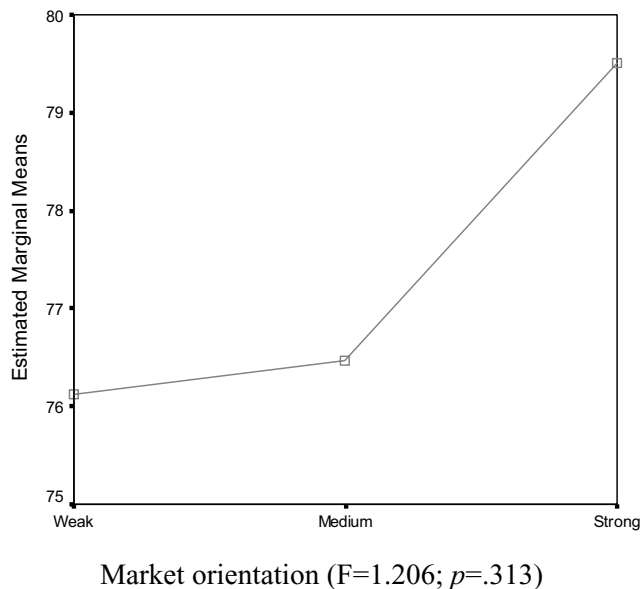
It is apparent from figure 15 that the strong market oriented libraries are the most positive (mean 79.5) followed by the medium and weak groups. The chart indicates that the libraries of medium (mean 76.5) and weak (mean 76.1) groups market orientation do not keep positive attitudes like their strong group counter parts, towards the issues mentioned above that can be helpful in increasing the quality of library services. It can also be noticed that there does not seem to be a great difference between medium and weak market oriented libraries.

8.3.7. Libraries' appreciation of their customers

Some questions were asked to measure the attitudes how much libraries appreciate their customers' convenience, needs, wishes and preferences.

8.3.7.1. Consideration of Users' Shyness and other psychological factors

The respondents were asked if consideration of the users' shyness and other psychological factors can be helpful in increasing the use of libraries. Table 16 reveals that most of the libraries (5) belonging to the strong market oriented category give somewhat medium concentration on the issue of customers' shyness and other psychological factors that may or may not become a hindrance to the smooth use of library's resources. Similarly, the members of the medium market oriented group of libraries also do not hold unanimous opinion on this issue: opinions range from positive (6 members) through medium (6 members) to negative (5 members). Most of the weak oriented libraries are not very positive. Over all, only nine respondents stress the importance of taking care of this aspect. And, as such, this issue of shyness does

not seem to be embedded in the context of the Finnish library system. It may be concluded that customers are not shy in asking for information or making inquiries according to some library directors.

Table 16: Consideration of users' shyness and other psychological factors

| | | Consideration of users' shyness and other psychological factors | | | |
		Negative	Neutral	Positive	Total
Market orientation	Weak	4	2	2	8
		50,0%	25,0%	25,0%	100,0%
	Medium	5	6	6	17
		29,4%	35,3%	35,3%	100,0%
	Strong	2	5	1	8
		25,0%	62,5%	12,5%	100,0%
Total		11	13	9	33
		33,3%	39,4%	27,3%	100,0%

df= 4, p=.471

8.3.7.2. Consideration of the timeliness of the library's services and products

The library directors were asked their opinion as to whether they think it is necessary to do continuous assessment of a library's products/ services in order to determine whether these should be continued, modified or withdrawn. A library's information products and services assortment may have different life cycles during which they grow, mature and eventually decline in utility. Therefore, it is essential to take customers' feedback from time to time in order to assess the quality and usefulness of information products/ services. The data gleaned will help in making the necessary adjustments so as to meet customers' expectations. Hence, it is stressed by the respondents that information needs assessment tools, such as focus groups, users feed-back and personal interview should be conducted periodically. As it can be clearly noticed from table 17 that a majority of the respondents (26 out of 33) are very positive and concerned about continuous efforts in assessing the services and products provided by the library so that these do not become obsolete. At the same time, seven respondents show confusion on this issue perhaps explaining their neutral responses.

Table 17: Continuous special efforts on library's products/
services assessment

| | | continuous special efforts | | |
		Neutral	Positive	Total
Market orientation	Weak	1	7	8
		12,5%	87,5%	100,0%
	Medium	3	14	17
		17,6%	82,4%	100,0%
	Strong	3	5	8
		37,5%	62,5%	100,0%
Total		7	26	33
		21,2%	78,8%	100,0%

df= 4, *p*=.414

The table 17 also highlights that the weak market oriented libraries are the most positive (7 out of 8) about the timeliness of the services and products. This is followed by the medium (14 out of 17) and strong (5 out of 8) market oriented libraries. This aspect reflects an interesting anomaly about respondents' attitudes and actual behaviour in practice towards the market orientation.

8.3.7.3. Consideration of sustaining traditional services

The respondents were asked to indicate to what extent they agreed with the following statement:

Sustaining traditional services by promoting or changing them in such a way that they could attract the users is not so necessary.

Table 18 indicates that a majority of the respondents (28 out of 33) are very positive and feel that it is necessary to sustain their traditional library services by promoting or changing them in such a way so that they catch the attention of the customers. The picture looks more or less the same in the weak and medium market oriented groups.

Table 18: Sustaining traditional services

| | | sustaining traditional services | | | |
		Negative	Neutral	Positive	Total
Market orientation	Weak	0	0	8	8
		,0%	,0%	100,0%	100,0%
	Medium	1	1	15	17
		5,9%	5,9%	88,2%	100,0%
	Strong	3	0	5	8
		37,5%	,0%	62,5%	100,0%
Total		4	1	28	33
		12,1%	3,0%	84,8%	100,0%

df = 4, *p*=.115

Table 18 also shows that one third of the respondents (3) having strong market orientation gives this aspect a low priority. Instead of changing and updating the traditional services they seem to be more willing to totally skip services which are becoming obsolete. The comments of the library directors of the strong group indicate as much:

 "*Traditional newspaper clipping service does not seem to be so important now a days as most of the newspaper are available online*" (ULD)…
 "*I don't think that we should put so much efforts in managing traditional printed journals which are now available online*" (ULD).

8.3.7.4. The necessity of monitoring and measuring the mission statement of the library

The mission statement of the libraries should accord with the organizational goals and objectives in which they operate and functions (Morgan and Noble, 1992). It should carry a customer orientation outlook i.e. top priority and commitment to serve the customers must be reflected by the mission statement. It guides and helps the library to go in the desirable direction. Table 19 depicts vividly that almost all the respondents (32 out 33) irrespective of having strong, medium or weak market orientation are very well aware about the importance of the mission statement of their libraries.

Table 19: Mission statement

		It is not necessary to monitor the mission statement		
		Neutral	Positive	Total
Market orientation	Weak	0	8	8
		,0%	100,0%	100,0%
	Medium	1	16	17
		5,9%	94,1%	100,0%
	Strong	0	8	8
		,0%	100,0%	100,0%
Total		1	32	33
		3,0%	97,0%	100,0%

df= 2, *p*=.616

It shows that there is only one respondent having a neutral attitude about the library's mission statement of the library who commented: "*what if we have very glamorous mission statement on the table but if we don't put that in practice…*"(ULD).

8.3.8. Developing relationship with customers

Developing good interpersonal relations with customers is a core requirement of the relational marketing objective (Grönross, 2004). This emphasizes the importance of focusing in on the quality of services libraries are offering to customers. The library

services offered to customers on continual basis should be the base for a viable relationship with their clientele. Such relationships largely depend on customer satisfaction and confidence. It is the quality of the services and products that brings in repeat business and ultimately helps in establishing a more trust-based relationship. This is somewhat problematic in library and information service organizations where the fast shifting needs and quality requirements of customers demand a constant review of the processes. Customer relationship comprises a hierarchy of encounters through facilities, resources, services and service providers.

It is interesting to note that in table 20 almost all of the respondents in all categories feel that it is quite easy to develop a relationship with their customers by listening to them and by providing good and useful services on a continual basis. None of the respondents supported the "No" alternative over this issue. One respondent expressing a "don't know" view said: *Finnish libraries are quite well known and there is no need for marketing. (SLD)*

Table 20: Relationship with users

		Market orientation			Total
		Weak	Medium	Strong	
Is it possible to develop a relationship with its users?	don't know	1	0	0	1
		3.0%	.0%	.0%	3.0%
	yes	7	17	8	32
		21.2%	51.5%	24.2%	97.0%
Total		8	17	8	33
		24.2%	51.5%	24.2%	100.0%

df = 2, *p*=.200

8.3.9. Internet as an effective tool for marketing

The Web presents new opportunities and challenges to establish, build, and manage customer relationships. Some experts believe that the Web is more conducive in developing relationship with customers than other targeted media such as direct mail (e.g., Krol, 1999). Already, many information/library services such as browsing facility of collections and holdings through OPACs to make requests, renewal and reservation of documents; inter-library loans; and suggestions for acquisition of learning materials, etc., besides providing information about opening hours and contact details, are being provided with the help of Web. With this in mind, the study aims to understand the attitude of libraries about the role of Internet as an effective tool of marketing.

Table 21: Internet as a marketing tool

| | | Market orientation | | |
	Weak	Medium	Strong	Total
Is internet an effective tool for marketing? yes	8	17	8	33
	24.2%	51.5%	24.2%	100.0%
Total	8	17	8	33
	24.2%	51.5%	24.2%	100.0%

Table 21 brings to light an interesting fact that all of the respondents have a positive attitude as to the application of the Internet as a marketing tool. This makes the point crystal clear that according to the library management the Internet is the most potent and effective tool to reach their customers and can help a lot to libraries in making them more visible in the eyes of their customers.

8.3.10. Implications and applications of marketing on libraries

The application of marketing in library and information services sector involves many implications, which have been analyzed with the help of the following statements and questions:

• The terms clients/ customers seem to be more appropriate instead of library users.
• The use of marketing techniques will put an extra unnecessary burden on existing library staff and products and services.
• The marketing concept is meant only for business organization and not for libraries.
• Ignorance and unfamiliarity with marketing concept discourage librarians to apply them in the library environment.
• Planning and executing a marketing programme is not so an indispensable activity of the library, as essential as cataloguing.
• Is marketing a way to increase the use of libraries?
• Can marketing help to increase the quality of the library services?

Figure 16 reveals that the strong market oriented library directors responded more positively (mean = 26) than the medium (mean = 25.1) and weak (mean =20.2) market oriented ones to these questions and statements. However, the responses to the different statements vary across the three groups.

Figure 16: Estimated marginal means of implications of marketing
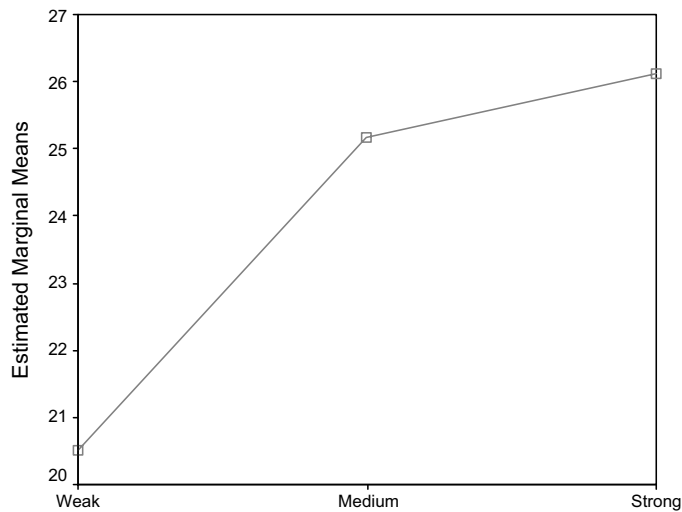
Market orientation (F=5.605; p =.009)

The highest variation has been found for the statement "for the library users, now the terms clients/ customers seem more appropriate". Table 22 (df = 4; p =.005) indicates that the respondents' opinion is divided over this issue. The strong (yes-7; neutral-1) and medium (yes-13; neutral-4) groups members give quite similar responses to this statement in their own groups. In contrast, the responses of the weak group members are scattered ranging from "no" (4) through 'neutral' (1) to 'yes' (3).

Table 22: Use of the terms clients/ customers

| | | The term clients/ customers seem to be more appropriate | | | |
		No	Neutral	Yes	Total
Market orientation	Weak	4	1	3	8
		50.0%	12.5%	37.5%	100.0%
	Medium	0	4	13	17
		.0%	23.5%	76.5%	100.0%
	Strong	0	1	7	8
		.0%	12.5%	87.5%	100.0%
Total		4	6	23	33
		12.1%	18.2%	69.7%	100.0%

df = 4; p =.005

Mixed responses have been observed in the attitudes to the statement, "Ignorance and unfamiliarity with marketing concept discourage librarians to apply them in the library environment". This was noticeable especially in the members of the medium group.

Likewise more than half of the respondents feel that implementation of marketing techniques may put an extra burden on existing library services while about one fourth give neutral responses to this issue. Similarly, about half of the respondents think that planning and executing a marketing programme is not such an important activity of the libraries unlike cataloguing and classification while 18.2% reflect neutral attitudes about this aspect.

The other notable variation has been found in the statement, "Is marketing a way to increase the use of libraries?" Table 23 (df 4, $p=.094$) shows that ten respondents hold either neutral (8 members) or negative (2 members) attitudes to this statement thus reflecting less appreciation of the marketing concept and principles as a promotional tool in the library and information service sector. This table also reflects that over half of all respondents (23 out of 33) give importance to this statement and admit that marketing is a important way to increase the use of libraries. The proportion is the highest in the strong market oriented group (7 out of 8) followed by the medium (13 out of 17) and weak groups (3 out of 8).

Table 23: Is marketing a way to increase the use of libraries?

		Is marketing a way to increase the use of libraries?			
		Negative	Neutral	Positive	Total
Market orientation	Weak	1	4	3	8
		12.5%	50.0%	37.5%	100.0%
	Medium	0	4	13	17
		.0%	23.5%	76.5%	100.0%
	Strong	1	0	7	8
		12.5%	.0%	87.5%	100.0%
Total		2	8	23	33
		6.1%	24.2%	69.7%	100.0%

df= 4, $p=.094$

Figure 16 shows that overall there is a significant positive relationship (F=5.605; $p=.009$) between market orientation and attitudes of respondents towards the application of marketing concepts and its implications in the library and information services sector. The weak market oriented libraries still seem to be skeptical and cautious in their approach when it comes to practicing marketing concepts.

8.3.11. Summary

Chapter 8.3 explains the attitudes of library leadership towards different aspects of marketing. Moreover, it also determines the relationship between market orientation and attitudes about different aspects of marketing. Figure 17 represents the sum of the means of the different aspects of marketing attitudes presented in chapter 10. The figure illustrates that there is a positive relation (F=3.096; $p = .060$) between market orientation and attitudes of the respondents, which is quite close to the significant

level of .05. Hence, it could be assumed that the increased levels of market orientation encompass specific marketing attitudes. The tendency towards significance may grow further more and more in a large population.

Figure 17: Overall means of marketing attitudes in relation to market orientation
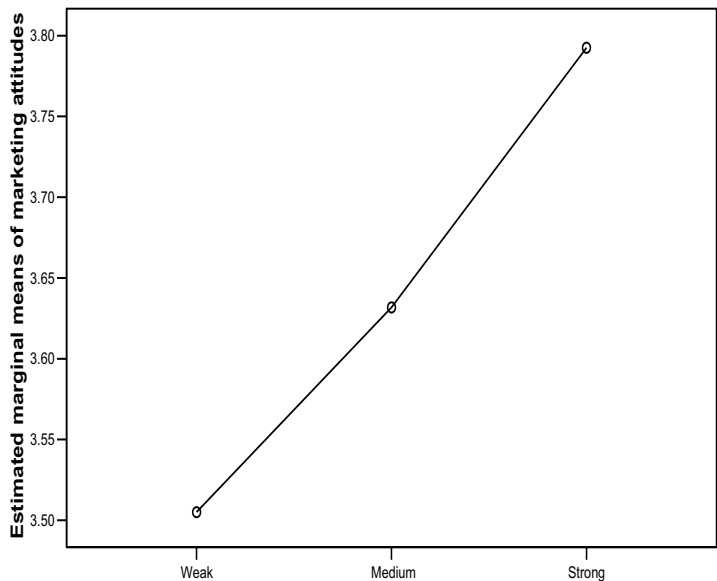
Market orientation (F=3.096; $p = .060$)

Relation between marketing attitudes and market orientation

This section explains the extent to which market orientation and marketing attitudes are inter-related (for classification of attitudes, see methods and materials). It is apparent from table 24 that in the strong market oriented group, half of the respondents have high marketing attitudes as is reflected in their market-oriented behaviour. But, the other half of the members' marketing attitudes are not consistent with their strong market oriented behaviour. Three respondents maintain a medium attitude whereas one respondent holds weak attitudes towards different aspects of marketing. Similarly, in the medium market oriented group, nine respondents have medium attitudes, which is consistent with their medium market-oriented behaviour but four members reflect high marketing attitudes like the strong market oriented group while four others keep low marketing attitudes as observed in the weak market oriented group. Likewise, variation between marketing attitudes and behaviour exists in weak market-oriented group as well where five members maintain medium attitudes in contrast with other three members whose weak attitudes are in accordance with their behaviour.

Table 24: Overall marketing attitude in relation to market orientation

| | | Marketing attitude | | | |
		Low	Medium	High	Total
Market orientation	Weak	3	5	0	8
		37.5%	62.5%	.0%	100.0%
	Medium	4	9	4	17
		23.5%	52.9%	23.5%	100.0%
	Strong	1	3	4	8
		12.5%	37.5%	50.0%	100.0%
Total		8	17	8	33
		24.2%	51.5%	24.2%	100.0%

df = 4, p=.225

Level of marketing attitudes in relation to market orientation

As shown by Figure 18, the means of the overall marketing attitudes of upper half of the respondents in the strong market oriented group (above the median line) is in the range of 3.76 to 4.24. It can be noticed that the means of the upper half of the strong market oriented group is quite higher compared to the means of the upper half in the medium and weak groups. It is interesting to observe that there is one respondent in the strong market oriented group whose means of overall marketing attitudes are quite low almost like the weak group of libraries. In the weak market oriented group, the range of the higher means of the upper half is in between 3.54 to 3.72. This indicates the sharp difference between the overall marketing attitudes and behaviour of the members of the weak and strong group of libraries. The range of the means of the upper half in the medium group comes in between 3.66 to 3.96. It also reveals that there is one respondent (O 16= observation 16) in the medium group whose marketing attitude (observation 16) is very different (quite higher) than the other respondents of this group.

Figure 18: Level of marketing attitudes in relation to market orientation
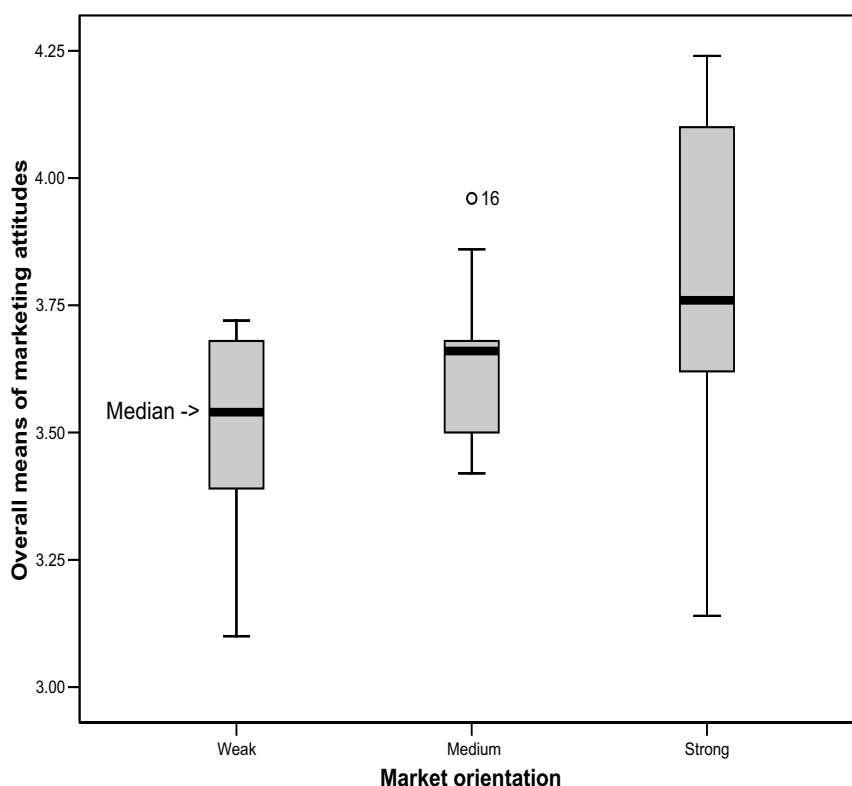
Profiles of the marketing attitudes

In a nutshell, the profiles of the marketing attitudes of the three groups are the following:

The strong market oriented libraries

The strong market oriented group of libraries demonstrated a tendency in having the most positive attitudes through giving higher importance to the need of applying marketing principles and techniques to the library and information providing organizations. They believe that the application of marketing principles can help the libraries to become more visible in the eyes of society. They consider information as a strategic ingredient, which is being identified as a vehicle for the transfer of knowledge and a basic resource in the present age of information. According to them, easy availability and instant access to information due to a variety of IT products and services has raised the customers' expectations for information to an enormous extent. Indeed, this is so both in terms of delivery as well as quality of information services and products. Hence, they believe that the availability of right information to the right customer at the right time have become more critical than ever. Library directors

emphasize that libraries need to appreciate that just having information and storing it will serve no purpose unless it is put to effective use by those who need it. Moreover, they stress the need for libraries to play a more pro-active role by adopting marketing techniques for bringing the customer and the information closer together. Another concern of these libraries was the increasing resource constraints faced by libraries. The relentless pressure is simply to do more with less. They think that effective marketing can certainly help the libraries to demonstrate to their customers and to their organizations that their libraries are something they cannot afford to be without. Moreover, they believe that it is vital for library and information services to shout loudly in all spheres how important they are. The library directors also stress the need to keep the profile of the service high and enhance its status as far as possible in the wake of competition from other information providing organizations. The analysis showed the most attitudes about implications of marketing on libraries, which was significantly different than the medium and weak groups. They advocate the use of terms "clients/ customers" for the library user and believe that marketing can certainly helps the libraries to increase the use of their learning resources. Moreover, they consider marketing as a legitimate and essential function of the libraries, and firmly believe that marketing helps in increasing the quality of library services which in turn increases the use of libraries. They also stress the need to remove the conceptual confusion about marketing which many library and information services professional may still have. The library directors believe that the quality of the library services should be visible to the customers in the form of concrete evidence and experience to them about physical study environment and adequate promotional guidance to reach to learning resources, facilities and collections of the libraries. However, the issue of free-of-cost services and the assessment of direct and indirect cost are not much appreciated by this group of libraries. Likewise, these libraries also do not appreciate the consideration of customers' shyness, timeliness of services and sustaining traditional services. Nevertheless, they perceive Internet as a potent and effective tool for marketing. Moreover, they wish to build and develop relationship with their customers by appreciating their wishes, demands, preferences and expectations through providing high quality of library services. They believe that the quality of library services can be increased by acquiring more knowledge about customers' needs and demands through the proper application of market segmentation techniques and regular customer surveys. For doing so, they think that motivated team- work of the entire staff is crucial who can ensure the library success by trying their best to fulfil their promises by providing solution to information needs of their customers.

The medium market oriented libraries

The members of the medium group reveal medium attitudes in most of the aspects of marketing. They do not seem to appreciate much for the need of application of marketing concept and techniques in the library and services sector. They also appear to under-estimate the issues that concerns the organization namely accessibility of library services via the home page and information on the user catalogue, etc. Similarly, they also do not seem to be much concerned about the physical study environment of the library and about the issues surrounding the quality of library

services. This group has appeared to give the least importance to the monitoring of the mission statement of the libraries. Quite many respondents in this group feel that it cannot be possible for the libraries to offer its services and products free-of-cost in future as they exist now but they appear to show the most positive attitudes about free-of-cost services. They seem to be concerned about creating awareness among their customer base by means of various promotional activities. Moreover, they emphasize the Internet as the most important tool for marketing. This group has also appeared to be the most positive in giving consideration to the issue of customers' shyness in libraries. Moreover, a majority of the members of this group are also in favour of treating library user like customers/ clients of their business and support the idea of developing a viable relationship with them. But, they also express that ignorance and unfamiliarity with marketing concept often discourages librarians in implementing these concepts in library activities. Nevertheless, they do believe that marketing does help in increasing the quality of library services and the usage of its learning resources.

The weak market oriented libraries

The respondents of this group do not seem to appreciate marketing as an indispensable function of the library activities. Nor do they appear to be much more concerned about the physical environment of the library, the quality issues concerning library services, and the appreciation of customers' wishes and preferences by means of appropriate promotional efforts. However, these libraries have shown the most positive attitudes about the accessibility of services and the assessment of direct and indirect cost. They have also appeared to be the most positive about the issues of consideration of timeliness of services, sustaining traditional services and the monitoring of their mission statement. These libraries seem to be more inward looking and hence less customer-focused. Their interests in promoting services are mostly intended in strengthening the internal and traditional resources such as library collections. This is evident in their skeptical and cautious approach about the use of terms 'client' or 'customers' in contrast to 'library user'. To this question, a majority of the members responded either negatively or neutrally. But, surprisingly, most of them also believe as the previous two groups that marketing helps in increasing the quality of library services, which ensures the increased usage of their library collections, facilities, and services. Similarly, they also think that the Internet is the most effective tool for marketing. Even though, these libraries favour and support the idea of developing relationships with their customer base, they explain that this is only really only a matter of keeping to the Finnish service tradition rather than a re-orientation towards using marketing concepts.

8.4. Reflection of respondents' marketing knowledge

The previous chapter provides an overview of the attitudes among library directors towards different aspects of marketing. This chapter will analyse their knowledge of marketing, and how this knowledge is embedded in different objectives and processes of the library. The findings reported are based on the open-ended questions and discussions during the interviews. The respondents' answers on knowledge measuring questions have been analysed qualitatively. However, quantitative measurements are also given in the summary.

Recent marketing literature has emphasized learning about customers and competitors, and to exploiting such marketing knowledge so as to maintain to stay in front (Day, 1994; Slater and Narver, 1995). Therefore, librarians need to comprehend market orientation as well as have know-how of marketing as a process. The analysis of the marketing knowledge and education status across the different market oriented groups shows that marketing knowledge comes in many forms. A person can acquire such knowledge through formal or informal education or may indeed acquire it through experience. The purpose of this chapter is to understand to what extent respondents have acquired marketing knowledge and especially knowledge about their customers.

The knowledge of the respondents was analysed in the following areas of marketing:

8.4.1. Important factors to increase the use of libraries

The purpose of marketing is to maximize the use of library by optimising the utilization of its learning resources. The main focus of the marketing concept is the customer, and the goal is customer satisfaction. The respondents were asked:

What are the five most important factors which are helpful in increasing the use of libraries, and why?

This question analyses the extent to which marketing knowledge (if and how) is reflected in the library directors' opinions of important factors for increasing the use of their library. Higher points were awarded for the answers which primarily emphasized high customer concerns and lower points for the answers on library internal resources such as budget, buildings, collection, etc. However, it should be remembered that high point were not awarded if the respondent mentioned only customers and did not give more explanation for their arguments. Instead, more consideration was given to the in-depth, thorough and sophisticated answers, which reflected the broader spectrum of marketing knowledge. In general, the answers reveal that more than half of the members (19 out of 33) keep fairly good idea as to what actions are needed for increasing the usage of a library's information services and products irrespective of the group they belong to.

8.4.1.1. The strong market oriented libraries

The concern about customer-oriented service-minded competent professional staff was echoed by most of the members of the strong market oriented group (6 out of 8). Their answers reflect their marketing knowledge. Here are some statements reflecting this statement of affairs:

"-The staff must have high professional qualification so that they can use what's happening so that they could use technical devices.

-We must have client minded attitudes to know as how to deal with the different people like clients because there may be different situations and usually we encounter them often… I feel it's very important to acknowledge in academic institutions, the fact, that some of our clients are often experts in what they are doing and we are not the only ones who know and are telling how things are and so on. But they know insiders, the information, what to do with information, and we have to remember our role that they are the transmitters, somehow vehicles through which we can find and spread more information.

-We must be interested and ambitious to learn more. We must keep ourselves abreast with what is happening not only in LIS world but also with University happenings also." (ULD)

One University library director commented in this way:

"-Added value to students and researchers
-Good services which are consumer minded
-Cooperation with the university and with the society" (ULD)

The above statements appear to stress the role of librarians as intermediaries: their task is to improve the customers' access to information by offering value added information services and products. The respondents put emphasis on defining the services from customers' point-of-view. Respondents emphasized that this needs to be given more priority. Continuous learning for the staff and cooperation with other partners of the library is also emphasized.

8.4.1.2. The medium market oriented libraries

More than half of the members (11 out of 17) of the medium group appear to have a fairly good grasp of the marketing point-of-view on increasing the use of libraries. The other six respondents seem to under-estimate such marketing knowledge in managing their libraries. The focus of this group was on public relations activity, staff, free services, long opening hours, web-based services in addition to a good collection, and services, etc. Cooperation with the parent institute was also emphasised by some library directors as a way of increasing the use of libraries. This group reveals quite different answers which are:

Comment of a special library director:

"-Cultural background of society and position of knowledge in that society
-Level of education literacy of population in country
-IT, books, and media literacy
-Libraries should have high position at political level
-To be loved by population"

Comment of a University library director:

"-As much as possible materials on network
-We must have long opening hours
-It is easy to use and must be organized in a user-friendly manner
-There is no fee for services
-Good and competent library staff"

Comment of a special library director

"-Good knowledge of the library staff, competent library staff
-Good knowledge of users' needs
-Cooperation with teachers in getting the teachers to teach the students how important the library is in their life
-Collections-both printed and electronic as well which are well- tailored for primary users
-Good courses given by the librarians in information literacy"

The above statements seem to reveal that the answers of the respondents vary from those who give importance to a society's cultural background and literacy and those who stress the proper organization of the library, competent staff and cooperation with teachers as reasons for the increase in the use of libraries. But, these statements explicitly draw in the customer as the important factor for attention and customer-centred activities in the library.

8.4.1.3. The weak market oriented libraries

A majority of the members (6 out of 8) emphasise library buildings, facilities and collections for increasing as a way of increasing library usage besides other factors. One such comment of a special library director is as under:

"-Friendly service
-Collections-large and new enough
-Spacious comfortable place, large and open shelves
-Its easy to reach library i.e. location; user friendly service
-Public relations i.e. making our services known in media what you call marketing but I don't mean commercial marketing."

This statement reflects the importance of the library building, collections, furniture, etc., as stressed by the respondent. To some extent, it also speaks about public relations. However, it also shows the respondent's vague notion about marketing. The respondent appears to assume PR synonymous with marketing.

The other two respondents of this group consider staff also a vital element for increasing information consciousness among the clientele.

8.4.1.4. Summary

The analysis reveals a difference of opinions in three groups of market orientation and which factors are important in increasing the use of libraries. The strong market oriented libraries emphasize customer-oriented activities as important factors in this respect. In contrast, the medium and especially the weak market oriented groups seem to be more concerned with the library's internal policies. When the customers were mentioned in the medium and weak group, it happened at a more general level.

8.4.2. Efficient ways to increase the quality of library service

Being customer-focused has been put forward as the single most vital factor for success in delivering quality services to customers in a library system (Hernon, 2000). The 'customer-centred' focus implies that the management of quality in library and information services include identifying every individual customer or customer group; assessing its needs; segmenting customer needs; and satisfying these needs beyond what might be expected.

In keeping with this approach, library directors were asked:

What are the five most efficient ways, which you think are important if a manager wishes to increase the quality of the library service?

This question analyses the views of the library directors on quality of library and information services and how it can be enhanced. More points were given to the thoroughness of customer- centred answers while lower points were awarded to the answers which focused more on library-centred issues. In general, about third fourth of the members seem to reflect quite good knowledge about the possible ways of increasing the quality of library services. However, their main emphasis appears to be mainly internal focused. Further analysis of the groups understanding of the quality issue is as follows:

8.4.2.1. The strong market oriented libraries

Increasing the quality of library services seems to be the primary concern of the most of the members (6 out of 8) of the strong market oriented group. To achieve this increase, they list cooperation, team-work, public relations, financial resources, and quality of the staff.

A few comments from this group are as follows:

"-Education of staff so that they know what their business is and why they are in library…
-Up-to date equipments
-Good budget to convince management that library is not a burden but a great resource as financial support from the administration is very important. But, if you don't get it you have to think what I should do and how I can have some money to sustain. We must have products that we can sell .We cannot just sit and wait that administration must give us money. You have to try and get it. We must be innovative in order to get the resources. We should not give the impression to the administration that we just wait for the money. We need to be innovative for increasing the quality of services we deliver.
-Personal relations with rector, administrative directors to make them believe that library is a resource.
-To reach the user groups and tell them what we are doing as the teachers, staff and students keep on changing. We must go to them and invite them to the library to show what we are, what we are doing and what we would like to do.
-Team-work is very important and I strongly believe in it. It helps us all." (ULD)

Comment of another University library director

"-Team-work
-Responsibility of staff members for different works
-Communication within and outside the library
-Resources, money to develop things, you need tools, information sources, way to get money as much as possible
-Cooperation with other partners in the school to built up strategies. We should not be alone.
-Cooperation is very important. In Finland, library network is very important to increase the quality of library services." (ULD)

"-Cooperation with university
-Customer relationship management
-Integrated in teaching processes" (ULD)

The above statements reveal that the respondents appreciate the importance of central role of the customers in increasing the quality of library services. The deviation with the medium group is not considerable. However, the strong group stresses to a higher

extent the modern marketing approaches such as the application of customer relationship management and the importance of communication and cooperation. But their answers also reveal a higher concern for libraries' internal resources.

8.4.2.2. The medium market oriented libraries

The predominant focus of the medium market oriented group was on the continuous staff education and training. This group also focused mission, strategy and right actions. This was as expressed by about three quarters of the respondents (13 of 17). However, the remaining four members' answers reveal their lack of appreciation for increasing the quality of the library services. Typical comments of this group are as follows:

"-Quality of staff is the most important factor, and all others fall quite far away.
-Clear goal of library.
-Doing right things compared to goal.
-Education of staff.
-Products which are full demands of users." (SLD)

"-*The library staff has to be well educated.*
-Library has to be so well organized in such a way so that it can be easily used.
-There must be training courses (for users) should be available on regular basis so that they could use.
-Computers and other equipments has to be available.
-Staff must have good nature." (ULD)

"-Continuous motivation of the staff-create a good atmosphere
-Continuing education of staff according to our goals
-Strategy so that staff know to go in right direction
-For increasing quality of library services, manager has to be a part of different committees so as -to able to learn to make library visible
-Realize the plan into action" (SLD)

Briefly, the above statements appear to reveal that a majority of the respondents consider staff as the most vital factor in increasing the quality of the library services. Furthermore, their answers seem to focus on mainly 'library' oriented internal concerns such as organization of library materials and equipments, etc. Their marketing approach seems to be closer to "transaction" oriented approach.

8.4.2.3. The weak market oriented libraries

Half of the members (4 out of 8) of the weak group give importance to the collection, educated and friendly staff, building, public relations, collections and facilities, etc. The answers of another one quarter of respondents seem to reveal their less

appreciation about increasing the quality of services. Typical comments of the library directors in the weak market oriented group were as follows:
A University library director:

"Well-educated staff
Friendly personal contact
Well-organized materials in library
Well-planned library for the clients"(ULD)

Another comment of a University library director:

"Educated library personnel
Good collections
Spacious place, enough computers, silent reading room
Website and services
PR work" (ULD)

The above answers seem to indicate the respondents 'inward' looking library priorities. Their main concern is primarily collection bound and library oriented.

However, two respondents of this group show familiarity with the concept of increasing the quality of library services. They express their concern about staff expertise and understanding of customers' needs, wishes and experiences.

8.4.2.4. Summary

The profiles of the three groups of libraries indicate that the respondents' opinion on what constitutes quality in library services differs more between the weak and the medium group than between the medium and the strong group. However, the strong group shows a deeper knowledge in raising the quality of services, which is reflected in the importance given to the communication and customer relationship management aspects. Nevertheless, there is no ample difference on the issue of quality of staff, cooperation and public relations, etc., between the medium and strong group.

8.4.3. The notion about marketing in the library and information service context

This study attempted to find out the notion held by the library directors about marketing. They were asked:

What do you think about marketing of library and information services?

This question analyzes the respondents' perception about marketing in the context of library and information services i.e. what they call or understand by marketing. Higher points were awarded to the respondents' broader understanding of the marketing concept as defined in the contemporary marketing literature, that is, different aspects

of the centrality of the customers in library activities. Also, more points were given for more recent marketing knowledge than a traditional marketing outlook.

The analysis shows that overall fifteen members have a keen notion on the meaning of marketing in the context of libraries. By contrast, nine members have a fairly good idea while remaining nine members have either very little idea about it or none at all.

8.4.3.1. The strong market oriented libraries

A substantial number of respondents' (5 out of 8) answers reveal their ample understanding of the marketing concept. They consider that marketing is very important for the survival of libraries and believe in carrying out the libraries' activities from the customers' point of view. One such comment reflecting this view is as follows:

"It is just great! It is one of the main parts of our work. It's all about cooperation. Marketing is not a very good word! It is cooperation; it's about relationship management with customers. I would like to emphasize management courses for librarians. CRM (customer relationship management) is the last answer. Marketing is a great challenge for libraries! There is some problem in branding." (ULD)

The above statement seems to indicate the respondent's familiarity with the contemporary approaches of relationship marketing which calls for developing relationship with their customer base through delivering appropriate services and products. The answer also appears to reveal the respondent's awareness about the practical problems which one may encounter in implementing marketing principles in libraries.

As well, three other members of this group hold a fairly good notion about marketing in the context of libraries. According to them, it is meant for raising customer awareness about the library's products, services, databases, opening hours, etc. However, their answers seem to reflect primarily the promotional concern of the library.

8.4.3.2. The medium market oriented libraries

In general, more than half of the members (10 out of 17) had 'odd' or vague notions about the marketing concept. Half of such respondents do not like the use of the 'marketing' word simply because it comes from the corporate world. A few such comments were:

"I don't like this word 'marketing' but like 'dividing information'. In university library, it's like public institutions. We have a very clear task. We have very clear user groups and they know about our services. It's not necessary to do "marketing" but it's necessary to "divide information". (ULD)

"I hate the word 'marketing' as it is commercial. We should try to "inform" everybody at faculty about services/products, what we offer. But, I don't like marketing in a commercial way." (ULD)

"It is a very good task! I like the marketing in making public relations (PR) but not if it charges fees!" (SLD)

The above statements indicate that the respondents' answers vary from those who like marketing application as PR tool to those who feel uncomfortable with marketing terminology and jargon. The approach of such respondents still seems to be 'traditional' when they still prefer the use of phrases such as 'dividing information' among the customers or 'informing' them and thus appear to be skeptical about the use of 'marketing' word in the context of libraries.

The other seven members of the medium market oriented group primarily consider marketing as a promotional tool or a way to get resources. They seem to relate marketing mainly with the financial matter and advertising which is evident in the following comments:

"In Finland, marketing in LIS is not so popular. Marketing is to make institutions to known by so many people about its services and for what reason does it exists. It's extremely important, involves more technical things, advertising, etc.-they are important part of business. Staff and boss do understand." (SLD)

"It is very important for getting money. We don't have so much money." (SLD)

The above statements primarily reflect the resource and promotional orientation of the respondents' notion about marketing.

8.4.3.3. The weak market oriented libraries

The majority of the members (6 out of 8) of the weak market oriented group holds vague notions about what marketing means in the context of libraries. Only two members belonging to this group seem to have some, if imprecise, idea about the marketing concept. Three members admit their lack of sufficient familiarity with the marketing concept as revealed by their answers:

"I must confess it was very hard for me to answer, as I had never thought about these marketing questions in the context of libraries." (SLD)

"I am not so familiar with marketing concept…it may be to make home pages, catalogues, inform our customers to find the materials, and so on…!" (ULD)

"I don't know much about marketing…It is very good, but not so necessary for small libraries." (ULD)

Three respondents hold a somewhat vague idea about the marketing concept. They state that they had never thought about marketing in such way although they had always been informing the users. One such comment was:

"We haven't talked about "marketing" but "informing" the users". (SLD)

The above statement shows that the 'traditional' thinking mindset of the respondent. The respondent still seems to have some reservation about the use of term 'marketing' in the library circles.

8.4.3.4. Summary

The analysis shows that marketing still seems to be a strange idea for most of the respondents in the medium and weak group and about half of respondents in the strong group. The market knowledgeable half of the strong group highlighted the importance of customers while the other groups spoke in terms of public relations, advertising and financial resources.

8.4.4. Utility and importance of marketing

Respondents' awareness and understanding about the importance of applying the marketing concept in libraries were analyzed by asking the following question:

How can the marketing concept help the libraries?

This question analyzes the 'whys' and 'hows' of marketing benefits and use for libraries. This question is different than the question asked in previous section which measures the 'whats' of marketing in the library context. Those answers were given higher points which primarily revealed the customer satisfaction as the prime goal of marketing. Comparatively lower points were awarded for the answers which considered marketing's applicability in merely financial matters or public relations.

In general, the analysis shows the familiarity of half of the respondents (17 out 33) about the utility and importance of applying the marketing techniques in libraries environment. About one third of the members (10 out of 33) maintain a fairly precise idea in contrast to other six members who seem to have a somewhat vague understanding about the utility and benefits of marketing for libraries. Further analysis of the respondents in their respective market oriented group is as follows:

8.4.4.1. The strong marketing oriented libraries

The majority of the members (6 out of 8) of the strong market oriented group seem to reveal a precise understanding about the importance of marketing and its benefits for library and information services. The concern about customer is the main focus. Some members commented like this:

"It increases the awareness of our services. And it tells our clients and potential clients about our various services, what kind of services, facilities we have, and so on." (ULD)

"We can learn a lot from customer relationship marketing. Our weaknesses are: lack of IT competence, pedagogical, and marketing knowledge. We are not good marketers. Marketing can help us to overcome these barriers." (ULD)

The above answers show that their primary focus is on the customers. Moreover, they also seem to be aware of the strengths and weaknesses of library and reflect familiarity with marketing terminology and jargons like CRM (customer relationship management) and how it can help the libraries to in becoming more visible in the eyes of customers and administration. In contrast, two respondents of this group seem to have a vague notion about the utility of marketing.

8.4.4.2. The medium market oriented libraries

About half of the members (8 out 17) of this appear to reflect their ample familiarity with the marketing and it's far reaching applications and implications in library and information services sector. Typical comments are:

"In general libraries enjoy good reputation in society. Services are most important in big libraries. Branding of libraries is quite low. I feel that 80% of the population doesn't know about libraries' all facilities and services…as an average customer knows only 20% of services, we have to be aware about it and make them know about our all facilities and services…I think marketing can help us to reach the whole population. It is not very easy. We have been actively learning about marketing and have also prepared a plan and strategy about it." (ULD)

"It can help to make services better. We often tend to think about our own ease, and so we make services for ourselves but we don't really think how customers think about our way of giving services. We must listen to them and marketing can help us in this way." (ULD)

The above answers reveal the respondents' concerns about learning from the customers, and further developing tailor-made services accordingly. Moreover, they also appear to be aware of the practical difficulties in implementing the marketing techniques.

The marketing knowledge of six other respondents seems to be of medium level. Some of them remarked as follows:

"In some ways, commercial thinking is very good as we come to know how much cost involves in providing services and products. We must know the cost of our services. In this way, marketing is a good idea". (ULD)

"It can help us in developing our services; getting more money; and attracting new projects." (SLD)

"It helps quite a lot in creating awareness about library's facilities and services." (ULD)

The answers of the above respondents vary on the utility and importance of marketing. Some of them see the importance of marketing in merely getting the funds. In contrast, some other members attach the importance of marketing in understanding the cost involved in the generation of various services and products. Moreover, they also consider marketing just an advertising tool that helps in increasing the visibility of libraries by creating awareness among customers.

The overall analysis of this group shows that three respondents of this group do not seem to be aware about the benefits of applying marketing principles.

8.4.4.3. The weak market oriented libraries

The majority of the respondents (6 out of 8) of the weak market oriented group find marketing useful in mainly in increasing their funding base. One such comment is as follows:

I think it (marketing) can help financially. (SLD)

However, two members reveal their awareness about the importance of marketing application in libraries as they speak about the use of marketing in understanding customers' needs and wishes.

8.4.4.4. Summary

The analysis of the three groups of libraries on the importance of marketing application shows the sharp difference between the weak and strong groups' marketing knowledge. Once again, the weak group stressed marketing only as a financial concept and so did about half of the medium group. However, the other half of the medium group was well aware of the importance of marketing in terms of branding and service quality. The strong group emphasized the connection between marketing knowledge and customer satisfaction.

8.4.5. Knowledge of marketing tools

The respondents' awareness with the marketing principles was analyzed by asking the following question:

Which principles of marketing can be applied in the library environment?

The purpose was to find out if the respondents were familiar with the importance of market segmentation, customer surveys, tailored services, viable relationship with customers, PR activities, etc. These are the central aspects of services marketing that can be applied in library and information settings too. The respondents' answers were awarded higher points if they mentioned these aspects. Moreover, consideration was also given to the thoroughness and sophistication of answers.

The analysis reveals that only a few respondents (3 out of 33) seem to have a good understanding of marketing principles and techniques. About half of the members (16 out of 33) appear to have somewhat medium awareness. About one fourth of the members (8 out of 33) seem to have very little or vague notion and about more than one fourth of the respondents (10 out of 33) admit that they do not possess such knowledge about marketing principles. Further micro analysis of the three groups of market oriented libraries is as follows:

8.4.5.1. The strong market oriented libraries

About half of the members (3 out of 8) of the strong market oriented group seem to possess good understanding of marketing principles. One member commented as follows:

"This is difficult to say as I should have to think little about it as I have no theoretical knowledge of the principles of marketing. Using the electronic media, using the institutional contact and personal contacts as well, going out and tell the clients, sending information about us to promise if we really want to sell our databases, products, information retrieval, etc." (ULD)

The statement of the respondent appears to show the respondent's familiarity with the market segmentation technique. Moreover, it also indicates the respondent's emphasis on providing tailored services to the library's customers.

However, the analysis of the strong group members also shows that half of these members (4 out of 8) seem to hold medium knowledge about marketing principles while one member has no idea about it.

8.4.5.2. The medium market oriented libraries

The marketing knowledge of the members of the medium group varies from those who seem to possess good understanding (4 out of 17) to those who have medium (4 out of 17) marketing knowledge. Some members commented as follows:

"Publicity, customer analysis and service evaluation "(ULD)

"Personal contact is the best way; and then structured deep interviews with representative group of customers." (ULD)

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The above answers seem to reveal the respondents' awareness about the importance of customer analysis, and use of different channels such as personal contact and interviews, to reach their target customers.

More than half of the members (9 out of 17) admit that they have little or no understanding. Few members are skeptical about marketing principles. One such comment was:

User survey…But, it is not so easy to apply in library environment. (SLD)

The above statement seems to suggest respondent's dim appreciation of the importance of marketing knowledge and especially suspicion about the success of customer survey in the library environment.

8.4.5.3. The weak market oriented libraries

Most of the members (6 out of 8) of the weak market oriented group admit their lack of knowledge about marketing principles and techniques. A few such comments are:

"I don't know the marketing principles. It's difficult to answer." (ULD)
"I have no idea." (SLD)
"I don't know what you mean by marketing principles". (SLD)

The above statements clearly indicate the respondents' lack of marketing knowledge.

Only a few respondents (2 out of 8) of this group seem to show a fair understanding of the marketing principles.

8.4.5.4. Summary

The analysis shows that most of the members of all the groups do not seem to have an adequate knowledge on the importance of central aspects of services marketing principles. The strong group reflects some advancement in the knowledge of market segmentation, and customer analysis, etc. However, the overall knowledge of the marketing tools of the strong group is not by any means superior to the medium and the weak group.

8.4.6. Identification of the target market and the ways to reach to them

Kotler (1995) summarizes the importance of 'target market' as follows:

"The marketing concept holds that the key to achieving organizational goals consists in determining the need and wants of *target markets* and delivering the desired satisfactions more effectively and efficiently than competitors."

Aiming at analyzing the respondents' knowledge about the importance of target market, the following question was put forward:

How should a library identify its target market? What is the best way to reach to target market?

Those answers which stressed the need to identify target market in the context of libraries were given higher points. Moreover, those answers which indicated more ways and methods to reach the target market got more points. The overall analysis reveals that out of 33 respondents, nine possess good knowledge about target market and the ways to reach to them. In contrast, the other respondents' marketing knowledge on this issue varies from fairly good (8 members), medium (5 members), little (7 members) and those having no knowledge (4 members).

8.4.6.1. The strong market oriented libraries

About half of the members (4 out of 8) of the strong market oriented group seem to possess good understanding about the identification of the target market and suggest multiple ways of reaching it. In contrast, rest of the members appear to have medium (2 members) to vague (2 members) idea about it. Some members of this group remarked:

"It depends upon the educational area of the university. Our target markets are all the persons who use our information. In the university, we have to apply different methods and strategies. We must define the target market and their information needs, if we want to live up to the expectations of our clients." (ULD)

"We must monitor those who visit us and that's monitoring…and now a days, website is the best way to reach to target market." (ULD)

"We must use multi channel approach to reach to target market, for e.g., mobile phone, e-mail, etc." (ULD)

"It's (target market) quite clear here. We can reach to our target market through web pages, meeting with staff and having discussion with them about products; personal contact, and interviews, etc." (ULD)

Thus as indicated in the statements, the overall emphasis of this group was on defining the target market, monitoring customer survey, and to reach to them via mobile phone, e-mail, personal contact, meetings, interviews and discussions, etc.

8.4.6.2. The medium market oriented libraries

The analysis of the medium group shows that more than third fourth members (14 out of 17) possess 'inward' oriented marketing knowledge about the identification of target market and the ways to reach to it. Some of the comments of this group are:

"Libraries can use statistics about the use of services and customers and then to follow up them". (ULD)

"I don't know the best way. We are trying to reach by e-mails, by providing information to key persons, teachers, researchers and trying to spread the word." (SLD)

The statements show that the library directors consider the statistics about the consumption of services and e-mails the most common ways to reach the libraries' target markets.

One University library director suggested a rather radical and market oriented idea to reach target market:

"Target market is the whole knowledge society…we can reach to them by having integration with media, exhibition, good materials, positive circle, occasional pub evenings, etc". (ULD)

The statement reveals the respondent's multi-channelled integrated approach to capture the target customers of the knowledge society.

8.4.6.3. The weak market oriented libraries

Most of the members (5 out of 8) of the weak market oriented group are of the view that to identify target market is quite clear in the context of libraries. A few such comments are:

"We have clear target market, faulty, students, teachers, researchers and big public. We don't need to identify. Our first principle is to serve our faculty and target market. We have identified closely how many students, teachers are using the library and do the customer query." (ULD)

"There is no need to attract new customer groups. It's enough for us to serve student, professors by giving them information and quality services". (ULD)

The statements of the respondents reveal that libraries seem to be satisfied with information garnered from statistics which show how many customers they are serving and to who these customers are. They seem to consider the students, professors, etc., as homogeneous groups with little indifference between individuals.

In comparison to being interested in differentiating the wishes and needs of target markets and in providing tailor-made products and services through multi-channel approaches, this kind of traditional inward oriented segmentation of customers seem to be somewhat passive.

8.4.6.4. Summary

The weak market oriented libraries seem to be happy with serving a traditional client base defined by the library statistics. In addition to the statistics, the medium group seems to use a multi-channelled approach including e-mail and media in identifying their customers. In the strong market oriented group, the use of channels for segmentation of a customer is further increased by adoption of surveys, meetings, discussions, interviews, etc.

8.4.7. Communication with the customers

In marketing relationships, communication plays a central role in providing an understanding of the exchange partners' intentions and capabilities, thus forming the groundwork for relationship development. Communication is also a prerequisite for building trust among exchange partners (Andersen and Narus, 1990). The quality and sharing of information influence the success of relationships (Mohr and Spekman, 1994) and are a central part of relationship atmosphere (Andersen, 2001). Aiming to understand the communication efforts of the library towards its customer base, the following question was put forward:

What is the best way to communicate with the users about library services and products?

Lower points were given to the respondents' answers if they just allude to traditional way of communicating with the customers, that is, if the communication was kept only to the service demands of the customers. In contrast, more points were awarded to those answers which emphasised the assessment of customers' information needs and quality of interaction with the library customers, etc. The analysis reveals that about half of the members (16 out of 33) seem to have good understanding on the issue of communication with their customers. The rest of the members appear to have comparatively medium (13 out of 33) to little (4 out of 33) notion on the proper ways of communication with their customers. Further analysis reveals the following profiles of the different market oriented groups on the aspect of communication with the customers:

8.4.7.1. The strong market oriented libraries

The majority of the members (6 out of 8) of the strong market oriented group consider regular customer feedback as a key to effective communication strategy of the library

and information service providing organisations. Some members commented as follows:

"I think its (communication) feedback, assessment, user surveys." (ULD)

"By serving them well and discussing with them, collecting feedback all the time." (ULD)

"To show them and make them believe because I believe that when you once see it done you are shown how it is done and you see that this matters me and here I get something I really need… that something has been done. Only talk doesn't help us." (ULD)

The statements seem to emphasise the crucial role of communication in forming a relationship between the service provider and consumer.

8.4.7.2. The medium market oriented libraries

About half of the members (8 out 17) of the medium market oriented group seem to indicate the multiple approaches to communicate with the customers about libraries' services and products. They appear to emphasise on customer survey, home page, brochures, pamphlets and personal contact, etc. One such comment was:

"Don't know the best way, but some of the possible ways are Internet, home page, paper brochure, personal contact with teachers, etc." (ULD)

One University library director suggested an innovative idea to do it:

"Classical leaflets guide, MP3 audio guide, word of mouth, very positively oriented website. There must also be glamour awareness campaign." (ULD)

The analysis also reveals that other half of the members of this group seem to reflect traditional marketing view in that they confine communication efforts of the library to what the customer service department does. One such remark was:

"Home pages, customer service department" (ULD)

Overall, this group seems to reveal the mix marketing knowledge on the issue of communicating with the customers which differs from traditional to modern approaches.

8.4.7.3. The weak market oriented libraries

'Personal contact' was considered the most preferred and mostly the only way to communicate with the users by most of the members of the weak market oriented group. One such comment is:

"Personal contact with users" (ULD)

However, the personal contact approach doesn't seem to be proactive. Besides, web pages, leaflets and brochures were amongst the other means suggested by a few members (2 out of 8) of this group to communicate with the customers.

8.4.7.4. Summary

The overall analysis shows that the respondents' opinion on the issue of communicating with the customers differs to a higher extent from traditional to modern. Both quality and quantity of the use of communication channels with the customers is at the lowest in the weak market oriented group and is increasing in proportion to the growing interest of marketing.

8.4.8. Role of library's website vis-à-vis marketing

The Internet also commonly known as Web, presents new opportunities and challenges to establish, build, and manage customer relationships. Some experts believe that the Web is more conducive to develop relationship with customers than other targeted media such as direct mail (e.g., Karol, 1999).

Aiming at examining to what extent and how the libraries are utilizing their websites as a relational marketing tool, the following questions were put forward:

What is the main objective of the website of your library?
Which kind of marketing goals are associated with the website, if any?
Do you attempt to build an online relationship with your customers, if yes, then how?

Higher points were awarded for those answers which considered the library website as an interactive marketing tool to build relationship with the customers. In contrast, the lower points were awarded to the answers which indicated library website merely an advertisement tool. This criteria was used in analysing all the above three questions.

8.4.8.1. The strong market oriented libraries

Role of the website

Most of the members (7 out of 8) of the strong market oriented group seem to be well aware about the importance of library's websites. This group stresses that the role of libraries' website is to provide customer service all the time by making them aware about its learning resources, services and facilities. Some libraries are also using their website in segmenting their customers. The members commented as under:

"Improve the customer service, 24 hour customer services" (ULD)

"It is (library's website) portal for our resources and we have used segmentation system" (ULD)

Marketing goals associated with library's website

The findings reveal that more than half of the members (5 out of 8) seem to be well aware about the marketing goals associated with their libraries website in contrast to other respondents who keep medium (2 members) to vague (1 members) idea respectively. Some of the comments are as follows:

"It's (marketing goals) accessibility of information resources, and information about library". (ULD)

"We want to sell our products world wide." (ULD)

The statements seem to reveal that the focus of this group was on increasing the accessibility of learning resources in their customers' eyes by creating awareness and reaching to them.

On-line relationship

About half of the members (3 out of 8) of this group are very well aware about the role of libraries' websites in establishing deeper relationship with their customers. And, they are not just aware but doing serious efforts in personalizing library services towards this goal by utilising the opportunities provided by IT. The library that has produced "My Library" concept mentioned in the statement below is a good example of these libraries. A few other libraries are also planning in this direction. Besides sending e-mails to their customers, these libraries are also using websites to get customers' feed-back which is reflected in their comments.

Some of the comments are as follows:

"We have a plan to have reference librarian on net. We have a questionnaire on net to order books, provide suggestions, etc." (ULD)

"Actually we have produced that "My Library" concept. We are developing a kind a way for those who are working at our library and we try to combine with our tools. We have "My library" concept and we have developed online information channel for selling our database". (ULD)

"No special attempts, but we have naturally born relationships, which we like to keep by giving trustworthy information and by disseminating it as soon as possible. We call that kind of service "Tiedon"("Information Help Desk", in English)" (SLD)

The other libraries (4 out of 8) are engaged in modest efforts in building relationship with their customers through their website.

8.4.8.2. The medium market oriented libraries

Role of the website

The majority of the members (13 out of 17) of the medium market oriented group seem to be aware about the role of the library's website where as rest of the members appear to reveal medium to little awareness. The emphasis of the medium group was to increase the visibility of the libraries and to inform customers about its services, products, and facilities, etc. The respondents attach the importance of website on a more ambitious level. Some of the respondents remarked:

"Deep documentation of services and core functions of library but it should be developed more." (ULD)

"Its portal of our services and we use it as user education tool." (ULD)

"Its purpose is to inform customers about services, easy to reach. We have improved website so that it can be considered as better marketing." (ULD)

The statements indicate that the respondents consider a library's website as a tool for dissemination of information. Moreover, it assists in broadening contact with their customers. In addition, a substantial number of respondents stress the need to improve and develop more libraries' website as they consider it the most effective way to reach to their customers.

Marketing goals associated with library's website

Most of the members (12 out of 17) of the medium market oriented group appear to reveal a wide range of answers which primarily seem to reflect the respondents' traditional view of marketing. Some of them commented:

"What's new in library?" (ULD)
"It is important gateway to library." (SLD)
"To give all the necessary information about library" (ULD)
"Visibility" (SLD)

All these statements seem to indicate the respondents' consideration of website mainly as a promotional or advertising tool of the library.

One library director remarked as follows:

"It is like a visiting card and gives a picture of the library in first instance". (ULD)

This statement indicates the respondent's wider perspective of library's website as a tool for branding, which gives the overall impression of the library like a visiting card.

On-line relationship

The analysis shows that most of the libraries (16 out of 17) of the medium market oriented group seem to devote some efforts in developing a relationship with their customers by informing them about the happenings of libraries and to guide them to utilize their services and facilities via e-mails. Some comments of the members of this group are:

"We inform some user groups through e-mails about the happenings of library". (ULD)

"We teach information sources; we have prepared a programme on web in information seeking in partnership with one other library." (SLD)

"Through web and e-mail we tell how users can contact library, how they can use inter-library loan, catalogue, collections and other services. We send information to faculty members, and different groups in University. We have a system, e-mail posting once in a week, and I can send a message, which goes to everybody." (ULD)

The statements seem to indicate that libraries are using e-mails and web primarily as a medium to disseminate information amongst the customers. Moreover, the libraries also appear to provide help to customers in their various services through their websites.

8.4.8.3. The weak market oriented libraries

Role of the website

The findings reveal that half of the members (4 out of 8) of the weak market oriented group seem to be aware about the importance of the role of library's website as a marketing tool. In contrast, half of the other members hold somewhat medium awareness not necessarily emphasising interactive quality. One such comment is:

"To provide information that exists in library and its working hours, collections, services, etc." (ULD)

The above statement seems to indicate the role of library's website as merely advertising medium and not a mean to build up a relationship with customers on an interactive basis.

Marketing goals associated with library's website

The analysis shows that only two respondents could trace some vague marketing goals associated with library's website. One such comment is given below:

"Just giving information" (ULD)

Surprisingly enough, the rest of the three quarters of the members of this group were unable to state any marketing goals associated with their libraries' website. All of them answered like this:

"Don't know" (SLD)
"Not applicable in our case" (ULD)

Although the respondents appear to be aware of the role of a library's website in making the library visible in consumers' mind, there seems to be some confusion when this question is asked from the marketing point of view. When the marketing goals were asked, respondents had problems.

On-line relationship

Half of the libraries which emphasized the importance of a website are also trying to develop a relationship with their customers via e-mails. The other libraries make comparatively medium or little efforts respectively.

8.4.8.4. Summary

The analysis revealed that the weak and medium market oriented group primarily emphasised library's website as an advertisement and information providing tool. In contrast, the strong market oriented group highlighted more the possibilities of the interactivity of library's website to enhance the relationship with their customers.

8.4.9. Developing relationship with the customers

The core component in relational marketing of service organisation is the quality of the relation between service provider and service receiver (Grönroos, 1993). Aiming at analysing the respondents' awareness of this perspective, they were asked to give their opinion as how their libraries attempt to develop relationship with their customers. The following question was asked:

Is it possible for the libraries to develop a relationship with their users, if yes, how?

The higher points were given to the answers which revealed the wider approach of marketing for building relationship with their customers. The stress was given to the respondents' thoroughness and sophistication of their answers in emphasising

customer centrality for developing relationship with them. The overall analysis shows that about half of the members (17 out of 33) seem to possess good understanding in comparison of others having medium (8 members), little (7 members) and no idea (1). The micro analysis of the three groups is:

8.4.9.1. The strong market oriented libraries

The answers of the strong group members seem to reveal a good understanding of the respondents about developing relationship with their customers. The analysis shows that more than half of the members (5 out of 8) seem to possess good knowledge in comparison to other respondents having medium to less familiarity. The answers of the respondents reflect their market oriented approaches. They emphasise that to develop a viable relationship with the customers is part of the libraries' activity. Some of the comments are as under:

"It (developing relationship with customers) is a part of marketing in reality. I value this relationship. It can be done with our services, quality, reliability of services so that our clients start to rely on us and we start to know more and more about their information needs. And, when they visit again, we should be ready with the problems of their information needs. It's comparatively easier in small libraries." (ULD)

"Evaluating the products, to talk with users, communication is very important, for e.g., we are visiting department every year and we are marketing the products and discussing about services." (ULD)

"To work together with customers. One word, CRM (customer relationship management) - it is the final answer. It is the mission of library." (ULD)

These answers seem to reveal that the aim of the strong market oriented group is on providing tailor-made reliable customer services and products. Moreover, they emphasise the importance of developing communication skills, and of gathering customers' feedback on continual basis besides developing personal contact with customer through by adopting multi-channel approaches.

8.4.9.2. The medium market oriented libraries

The analysis shows that more than half of the members (9 out of 17) of the medium market oriented group seem to possess a good understanding about developing relationship with their customers from marketing point of view. It also reveals that about six members have medium understanding in comparison to three respondents having little idea. Some of the comments of this group are as follows:

"Listening to customers on daily basis, feedback, and responding to them is the only way…we need to be very self-critical about our products and services instead of being happy "(ULD)

"By promoting systems- if we have something new in this library then we have to tell those people who use our materials. We have to know our clients very well but I don't know how to do it." (ULD)

"Using Internet to get good interaction with customers in future will be most important channel." (SLD)

"We can do it in many ways. We have organized special interest groups of nine different fields of science, which have participants from university and outside the library; and we discuss library issues. Then we have network among the institutions; we ask users about library services and we do it on regular basis. We have our "info channels" through which we inform them (customers) what is happening. Then we have home page to inform the users about the library." (ULD)

"It's always possible. It's useful. We have many kind of cooperation with users. We have library board with user representatives. We have very close association with faculty libraries, with user and staff and we have formal and informal discussion with them. This can be accomplished by giving enough information to them." (ULD)

These statements seem to indicate that the main focus of the medium group is on gathering customer feedback regularly and responding to them accordingly. The responses vary from libraries to libraries as the respondents explained it in their context which is reflected in their answers.

8.4.9.1. The weak market oriented libraries

The members of the weak market oriented group stress that developing relationship with their customers is a natural process of the libraries. Most of the members (5 out of 8) of this group are having medium, little or no idea how to develop relationship with the customers. Some comments of this group are as follows:

"Don't know" (ULD)

"Finnish libraries are quite well known and there is no need for marketing". (SLD)

"It's (developing relationship with the customers) very natural process. People come here when they start their studies. When they become researchers they become get used to it. By providing just good services and information, it (relationship) can be established very easily." (SLD)

These statements seem to indicate the 'reactive' approach of the libraries towards their customers in forming the relationship with them. These libraries lack pro-active functional orientation and believe in serving the customers when they ask for assistance.

A majority of the members are of the opinion that by involving customers in board meetings, providing good services and having discussions with them and also gathering feedback can go a long way in developing relationship.

8.4.9.4. Summary

The analysis shows that the marketing approach of the weak group of libraries lacks pro-active functional orientation towards the customers in building relationship with them. The medium group shows advance appreciation in this respect by suggesting regular customer feedback as a useful mean for building a relationship with the customers. In contrast, the strong group shows the pro-active approach of marketing in developing relations with the customers which is reflected in their emphasis on the importance of communication and customer relationship management aspects.

8.4.10. Summary of chapter 8.4

This chapter explains about the marketing knowledge possessed by the respondents. It is apparent from figure 19 that there is a positive relation between market orientation and overall marketing knowledge of the respondents, which is quite close to the significant level of 0.10. Therefore, on the basis of this finding, it could be assumed that higher market orientation is positively associated with higher marketing skills and knowledge. The strong market oriented libraries are in forefront of possessing marketing knowledge by obtaining the highest mean (4.13). This trend is followed by the medium (3.73) and weak groups (3.12). The overall marketing knowledge of the different groups is summarized as follows:

Figure 19: Overall means of marketing knowledge in relation to market orientation

Market orientation (F=2.018; p=.151)

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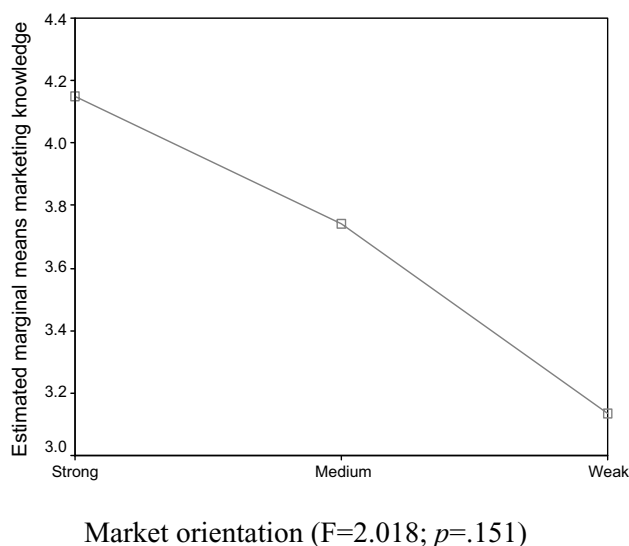
Relation between marketing knowledge and market orientation

There are some anomalies when the marketing knowledge of the respondents are not found to be consistent with their market-oriented behaviour as was the case with the marketing attitudes. Table 25 reveals this clearly. The table illustrates that half of the members of the strong market oriented group possess high marketing knowledge. But, it also reveals that the marketing knowledge of rest of the members of this group is not in accordance with their market oriented behaviour; three members possess medium marketing knowledge while one member shows low marketing knowledge. Likewise, anomalies have been observed in the medium group as well. The table reveals that only nine respondents possess medium marketing knowledge in contrast to other four members who reflects high marketing knowledge, and four members showing low marketing knowledge. Similarly, variation between marketing knowledge and behaviour exists in the weak group of libraries too. It can also be noticed that one respondent in this group keeps the high marketing knowledge while other half of the members show medium marketing knowledge in contrast to one who demonstrates low marketing knowledge.

Table 25: Overall marketing knowledge in relation to market orientation

| | | Marketing knowledge | | | |
		Low	Medium	High	Total
Market orientation	Strong	1	3	4	8
		12.5%	37.5%	50.0%	100.0%
	Medium	4	9	4	17
		23.5%	52.9%	23.5%	100.0%
	Weak	3	4	1	8
		37.5%	50.0%	12.5%	100.0%
Total		8	16	9	33
		24.2%	48.5%	27.3%	100.0%

df= 4, *p*=.470

Level of marketing knowledge in relation to market orientation

Figure 20 illustrates that the means of the overall marketing knowledge of the upper half in the strong market oriented group ranges between 4.54 to 5.0 (above the median line) while in the lower half it varies between 2.09 to 4.4 (lower the median line). In the medium group, the range of higher means obtained by half of the respondents is in between 4.0 and 4.82 in contrast to other half of the members having lower means in the range of 1.09 to 3.9. Similarly, half of the members of the weak group of libraries possessing higher means of marketing knowledge fall in the range of 3.09 to 4.91. Half of the other members show the lower means of marketing knowledge in the range of 1.73 to 3.0. It can also be noticed that there is one member in this group whose means of overall marketing knowledge are equal to the highest means of the strong market oriented knowledge group. Similarly, in the medium market oriented category,

there are few respondents whose means of marketing knowledge is even lower than in the weak market oriented group.

Figure 20: Level of marketing knowledge in relation to market orientation
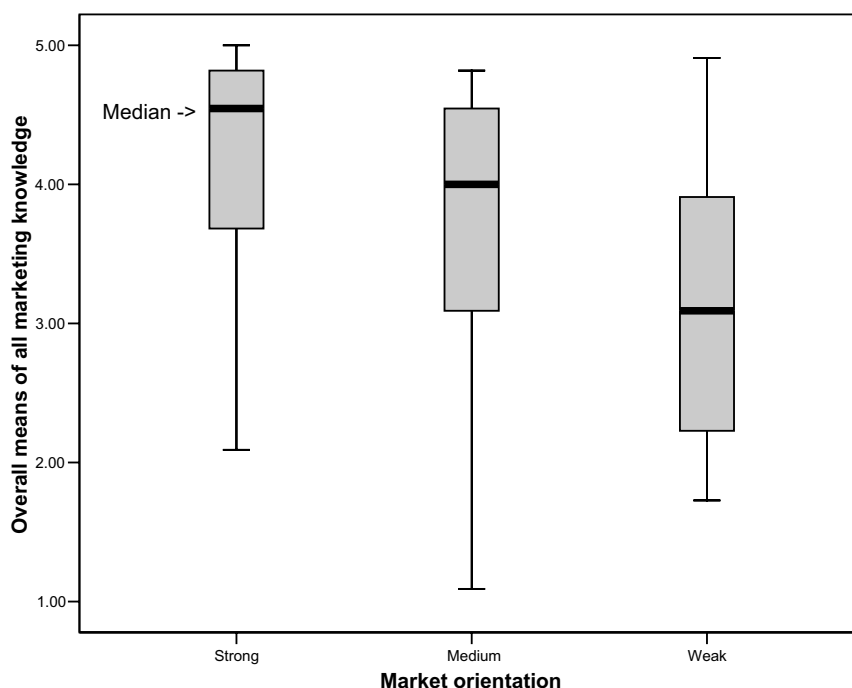
Profiles of the marketing knowledge

The profiles of the marketing knowledge of three groups are summarised as below:

The strong market oriented libraries

Most of the libraries of the strong market oriented group have developed an appreciation that understanding present and potential customer needs is fundamental to provide superior customer value. The library directors emphasize the need to provide value added library services. Some members of this group acknowledge that some of their library customers are very well informed and knowledgeable. They believe in using such customers as 'transmitting vehicle' to spread the good word of the library services out. In order to make it happen, the enhancement of the library staff's professional expertise has been stressed through continuous learning in LIS. A majority of the members seem to reveal a comparatively higher marketing approach such as customer relationship management on the issue of raising the quality of the library services. However, there is no big difference between the medium and strong group on the issues of quality of staff, team-work, cooperation, etc., in enhancing the

quality of library services. Nevertheless, the answers highlight a broader spectrum of the respondents' marketing knowledge when they stress about the importance of communication within and outside the library with different library partners. Moreover, the marketing approach of this group also seems to be future conscious and 'pro-active' when it emphasises innovative approaches in getting resources. Half of the members of this group reveal the highest advancement of the marketing notion which seems to be closer to the evolving notions of relationship marketing. They attach importance to marketing primarily in understanding the interest of present and potential customers. Some of them also show their familiarity with the emerging notions of relationship marketing which advocates developing relationship with the customers. Moreover, they also put forward their concerns about the prevailing problems of the library and information services profession such as lack of marketing knowledge and IT competence, etc. However, few members of this group also perceive marketing as merely promotional or information providing tool for increasing the visibility of libraries. The strong group shows some advancement of knowledge about marketing tools than the medium and the weak group. About half of the members of this group appear to indicate their awareness of market segmentation and tailored services, which seems to be missing in the medium and weak group. They also indicate their broad understanding of target market when they emphasize the need about defining the library's market through multiple approaches such as customer survey, web pages, e-mail, mobile phone, personal contact, meetings, interviews and discussions, etc. Likewise, they also stress that regular customer analysis using the above mentioned approaches. In addition, they believe in tailoring the library services according to the feedback of the customer analysis. In short, this group emphasises the sovereignty of the customer. But, their knowledge about market segmentation, the notion about marketing and target market is not that far superior to the other two weaker groups. The members of this group primarily believe the main marketing objective associated with the library's website is to increase the accessibility of their library services. Furthermore, the answers of some members seem to indicate the libraries' efforts to provide relational interactivity to their customers in the form of personalized library services through their websites. The main emphasis of the members is on developing relationship with their customers by providing tailored services. They consider effective communication skill as the crucial factor in forming a relationship between the service provider and consumer.

In brief, a majority of the libraries of the strong group appear to reflect their proactive approaches similar to those associated with the emerging notions of "relationship marketing" by putting customers at the centre of many aspects of library marketing.

The medium market oriented libraries

The medium market oriented group members hold a diverse set of opinions on various aspects of marketing. The marketing knowledge of this group on the factors of increasing the use of library services appears to be mainly 'internal' bound as the respondents believe in good organisation of library material, free services, collection, etc. To some extent, customers' concern can be noticed when respondents speak about

users' needs, providing good services to them and cooperation with teachers. Few members also express the concern about education literacy and cultural background of the society and consider them important for increasing the use of libraries. Most of the members of this group stress the quality of staff in enhancing the quality of the library services besides the organisation of library materials and equipments. Their views on the aspects of raising the quality of services are quite similar with the strong group members about the continuing education of staff and cooperation with other library partners. In brief, the marketing knowledge of the medium market oriented libraries appears to be primarily 'library' oriented. More than half of the members of this group hold the vague notion of the marketing concept in their mind. Most of the members acknowledge the role of marketing either in public relations activity or in financial matters. The thinking of the members still seems to evolve in the traditional set up of library. As a result, they appear to be the most uncomfortable about the use of 'marketing' phrase in the library environment. The highest proportion of libraries that are not comfortable with the "marketing" terminology and jargons comes from this group. As a result, more than half of the members consider marketing just as an advertising and PR tool and find its utility in knowing the cost involved in the generation of services and products of library. However, about half of the members reveal a wider spectrum of opinions on importance of the marketing application in libraries and seem to be aware about the intricacies of the marketing concept. Their broad knowledge is reflected when they speak about the utility of marketing in reaching to their customers and in branding of their library services. But, a majority of the members show lack of knowledge about the marketing tools. Few members stress the importance of customer analysis and service evaluation by the use of interviews and personal contact. But in doing so, the emphasis of the members seems to be laid upon promotional aspect. As a result, market segmentation is not much appreciated on a more sophisticated level but on broad groups of users in the library statistics. However, the outlook of the medium group members is wider than the weak group in capturing target market. Personal contact, e-mails, customer study and phone calls were the most common ways suggested by the members in order to reach to library's market. The members indicate multiple approaches to communicate with the customers. They highlight the importance of personal contact, e-mails, home page, leaflets, brochure, etc., for communicating with the customers. However, more than half of the members seem to reflect traditional view of marketing when they confine communication efforts of the library to customer service or circulation department. A majority of the members perceive the library's website primarily as the advertising tool. The members do not seem to face difficulty when asked about the marketing goals associated with the libraries' website. But, their answers seem to reveal their traditional approach to marketing due to which they consider only promotional marketing goals associated with the libraries' website. Nevertheless, the libraries are doing concerted efforts to help their customers through their websites. This group indicates that gathering customers' feedback and responding to them accordingly helps libraries to develop a good relationship with their customers.

In short, "customer focus" is partially visible in the medium group although libraries many libraries believe in marketing. The marketing knowledge of this group does not seem to be completely 'pro-active'.

The weak market oriented libraries

The marketing knowledge of the weak group members seems to be 'library oriented'. They stress on mainly library buildings, furniture and collections, etc. The concern about the customer is missing in their most of the answers. Likewise, a majority of the members seem to reveal their 'in-house' oriented marketing approach about increasing the quality of the library services. Their primary concern appears to be mainly collection bound and library oriented when they highlight the importance of library building, collection and equipments, etc. Most of the members seem to reflect their lack of clarity of thought as to what marketing means in the library and information services context. They admit their lack of familiarity with the marketing concept and its application to libraries. Due to this, they hold a vague notion about marketing. Moreover, they also show problems in explaining the benefits of marketing application in libraries. The primary interest of the members' marketing approach is in getting money from the administration. As a result, this group shows the 'resource oriented outlook 'when asked about the importance of marketing application in libraries. Moreover, the members admit their lack of knowledge about marketing tools. They also reveal inward oriented marketing knowledge about the issue of capturing the target market. These members also show the lack of market oriented knowledge on the issue of communication with the customers. They consider 'personal contact' as the most preferred and the only needed method for communicating with the customers. The members consider the role of library's website mainly as an advertising medium to inform the customers. They reflect difficulty in explaining the marketing goals associated with the libraries' website. The libraries are using e-mails to disseminate the information. However, there is a lack of proactive approach on the part of libraries towards their customers. Most of the members believe that developing a viable relationship with the customers is a very natural process of the libraries which develops over a period of time through the libraries' services and activities.

To summarise, the marketing knowledge of the weak group lacks 'pro-active' orientation towards the customers. To some extent, marketing is seen as having 'promotional role' but most of them feel difficulty in explaining "whats" and "hows" of marketing.

8.5. Operational policies and activities in connection with marketing

Marketing aims to help managers of libraries and information services organisations in achieving their objective of improving access to their clientele, increasing the satisfaction of their clients and reaching financial self-sufficiency. However, the critical question is whether the libraries are actually developing their approaches to marketing as a means of bringing services closer to the needs of their clients (Singh and Ginman, 2002).

In order to understand this, the present chapter investigates the extent to which marketing concepts are actually practised in different libraries by analysing their strategies and operational activities.

8.5.1. Institutional Identity

The institutional identity is considered an important parameter of the marketing culture of an organisation (Hatch and Schultz, 1997). The institutional identity of the libraries was analysed through their logos and letter-heads:

8.5.1.1. Logo

Table 26 shows that only eleven libraries have logo three of which belong to strong, and eight belong to the medium market oriented group. It is also obvious that none of the weak market oriented libraries have a logo of their own: they use the logo of their parent organisation. Likewise, five strong, and nine medium market oriented libraries also use the logo of their parent organisation.

Table 26: Library logo

		Library: logo		Total
		no	yes	
Market orientation	Weak	8	0	8
		100,0%	,0%	100,0%
	Medium	9	8	17
		52,9%	47,1%	100,0%
	Strong	5	3	8
		62,5%	37,5%	100,0%
Total		22	11	33
		66,7%	33,3%	100,0%

$df = 2$, $p=.064$

8.5.1.2. Letter-head

It is revealed from table 27 that a substantial number of libraries having a letter-head of their own (21 libraries) come from the medium group (13 libraries). This is

followed by five strong and three weak market oriented libraries. On the contrary, twelve libraries do not a have letter-head of their own of which five libraries belong to weak, four to medium and three to strong market oriented group. These libraries do not seem to be much concerned about institutional identity in contrast to those who possess it.

Table 27: Letter head

		Library: letter head		
		no	yes	Total
Market orientation	Weak	5	3	8
		62,5%	37,5%	100,0%
	Medium	4	13	17
		23,5%	76,5%	100,0%
	Negative	3	5	8
		37,5%	62,5%	100,0%
Total		12	21	33
		36,4%	63,6%	100,0%

df =2; *p*=.167

8.5.2. Mission statement

A mission statement defines the purpose of the organisation. It acts as the 'invisible hand' that guides people within the organisation so that they can work independently and yet collectively to achieve desired levels of performance (Kotler et al., 1996). Strong (1997) has stressed the importance of the mission statement for being market oriented. According to him, the mission statement must define:

- the strategic intent of the organization-define the business in which they operate, the philosophy to which they work, the customer they serve, their needs, wants, and expected levels of satisfaction, and performance goals;

- the critical factors for successful achievement of this strategic intent; and

- the role of internal stakeholders in the achievements of these objectives and goals.

The respondents were asked if they have defined the mission statement of their libraries. Table 28 reveals that a majority of libraries (25) have defined their mission statements. It also shows that highest percentage of the libraries having mission statement belong to medium group (15 libraries), which is followed by six strong and four weak market oriented libraries. In contrast, about one fourth of libraries (8) do not have any mission statement. The highest number of libraries having no mission statement has been observed in weak (4) market oriented libraries, which is comparatively lesser in strong (2) and medium group (2) of libraries.

Table 28: Library mission statement

| | | Library: mission statement | | |
		no	yes	Total
Market orientation	Weak	4	4	8
		50,0%	50,0%	100,0%
	Medium	2	15	17
		11,8%	88,2%	100,0%
	Strong	2	6	8
		25,0%	75,0%	100,0%
Total		8	25	33
		24,2%	75,8%	100,0%

df= 2; *p*=.115

8.5.3. Some marketing planning activities

Marketing planning is probably one of the most widely used and widely understood aspects in marketing. It is the principle mechanism organisations possess for aligning their efforts with the expectations of their customers (Mckee *et al*., 1990), and so understanding the potential relationship between market planning and market orientation is of a considerable research interest (Pulendran, Speed and Widing II, 2003).

8.5.3.1. Marketing plan

The library directors were asked if they have any marketing plans in the library. Table 29 highlights that developing a marketing plan is perhaps one of the most neglected activities, which has been found only in one fourth of the investigated libraries. It is interesting to note that a marketing plan exists in substantial number of medium group of libraries (7) in comparison to the strong market oriented ones (1). In contrast, no marketing plan exists in any weak market oriented libraries. The table also reveals that a majority of the strong (7) and a good amount of the medium (10) market oriented libraries do not plan any marketing programme.

Table 29: Plan for marketing programme

| | | Library: plan for marketing programme | | |
		no	yes	Total
Market orientation	Weak	8	0	8
		100,0%	,0%	100,0%
	Medium	10	7	17
		58,8%	41,2%	100,0%
	Strong	7	1	8
		87,5%	12,5%	100,0%
Total		25	8	33
		75,8%	24,2%	100,0%

df= 2; *p* = .055

8.5.3.2. Budget provision for marketing related activities

It is clear from table 30 that only seven libraries have provision of funds for marketing activities in contrast to twenty-six libraries, which do not possess it. The table shows that only two libraries belonging to the strong market oriented group, four belonging to the medium group and one to the weak oriented group possess funds for marketing activities. The highest proportion of libraries having funds for marketing comes from the medium market oriented group.

Table 30: Funds for marketing

		Funds for marketing		Total
		no	yes	
Market orientation	Weak	7	1	8
		87.5%	12.5%	100.0%
	Medium	13	4	17
		76.5%	23.5%	100.0%
	Strong	6	2	8
		75.0%	25.0%	100.0%
Total		26	7	33
		78.8%	21.2%	100.0%

df = 2, $p=.784$

Table 31 shows that twelve libraries allocate less than 1 % of the budget on marketing related activities. Nine libraries of the libraries allocate 1–5% of the budget for marketing services and 6–10% of the budget was spent by only one strong market oriented library. The table also shows that six libraries have no idea about the proportion of budget spent on marketing related activities of which two libraries belong to the weak market oriented group followed by the medium (3) and strong market oriented libraries (1).

Table 31: Proportion of budget spent on marketing

		proportion of budget spent on marketing				Total
		no idea	less than 1%	1-5%	6-10%	
Market orientation	Weak	2	3	2	0	7
		28,6%	42,9%	28,6%	,0%	100,0%
	Medium	3	7	4	0	14
		21,4%	50,0%	28,6%	,0%	100,0%
	Strong	1	2	3	1	7
		14,3%	28,6%	42,9%	14,3%	100,0%
Total		6	12	9	1	28
		21,4%	42,9%	32,1%	3,6%	100,0%

df = 6, $p=.654$

8.5.4. Decision making pattern

Table 32 shows that in most of the libraries (26), the decisions regarding the kinds of information services/ products to be provided by the library are taken jointly either by the chief librarian, other librarians and information specialist (16 libraries) or by chief librarian, librarians and the library committee (10 libraries). The chief librarian takes the decision alone particularly in smaller libraries (6). In one library, the decision regarding the kinds of services and products to be provided is taken jointly by the chief librarian and the library committee.

Table 32: Who decides the kinds of information products/services to be provided?

		Who decides the kinds of information products/ services to be provided?				
		chief librarian	Chief librarian+ lib committee	chief librarian+li brarians/in f specialist	chief libr+libr-lib committee	Total
Market orientation	Weak	3	1	3	1	8
		37,5%	12,5%	37,5%	12,5%	100,0%
	Medium	3	0	7	7	17
		17,6%	,0%	41,2%	41,2%	100,0%
	Strong	0	0	6	2	8
		,0%	,0%	75,0%	25,0%	100,0%
Total		6	1	16	10	33
		18,2%	3,0%	48,5%	30,3%	100,0%

$df = 6$, $p=.155$

In contrast, decisions regarding how much money is to be spent on marketing activities, are taken mostly by the chief librarian in three quarters of the (24) libraries. The chief librarian and library committee take such decisions together in four libraries. In two medium market oriented libraries, it is the library committee, which decides the money to be spent on marketing. A small proportion of the libraries (3) expressed that it was not applicable to them (table 33).

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Table 33: Decision authority on money to spend on marketing

		Decision authority on money to spend on marketing				
		not applicable to lib	library committee	chief librarian+lib committee	chief librarian	Total
Market orientation	Weak	1	0	0	7	8
		12.5%	.0%	.0%	87.5%	100.0%
	Medium	1	2	1	13	17
		5.9%	11.8%	5.9%	76.5%	100.0%
	Strong	1	0	3	4	8
		12.5%	.0%	37.5%	50.0%	100.0%
Total		3	2	4	24	33
		9.1%	6.1%	12.1%	72.7%	100.0%

df = 6, *p*=.180

8.5.5. Marketing unit/personnel

Table 34 shows that there is no separate marketing unit/ department in most of the libraries (31) except one.

Table 34: Marketing unit

		Does library have a marketing unit?		
		no	yes	Total
Market orientation	Weak	7	0	7
		100,0%	,0%	100,0%
	Medium	17	0	17
		100,0%	,0%	100,0%
	Strong	7	1	8
		87,5%	12,5%	100,0%
Total		31	1	32
		96,9%	3,1%	100,0%

df=2 *p*=.213

Table 35 shows that the medium (5) and strong (3) market oriented libraries have designated someone in the library such as an information specialist to look after marketing related activities as told by the respondents. In contrast, this is not visible in rest of the three quarters (24) of libraries.

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Table 35: Marketing personnel

| | | Whether library has a person designated for marketing? | | Total |
		no	yes	
Market orientation	Weak	7	0	7
		100,0%	,0%	100,0%
	Medium	12	5	17
		70,6%	29,4%	100,0%
	Strong	5	3	8
		62,5%	37,5%	100,0%
Total		24	8	32
		75,0%	25,0%	100,0%

df =2; *p*=.204

8.5.6. Time spent on marketing

Table 36 shows that in eighteen libraries, the staff spends less than 10% of their time on the activities related to marketing, whereas five libraries spend 11–20% time. The table also illustrates that five libraries spend 21–30% of its time on marketing related activities and one library does not have any idea about the proportion of time spent.

Table 36: Proportion of time spent on marketing

| | | proportion of time spent on marketing | | | | Total |
		don't know	less than 10%	11-20%	21-30%	
Market orientation	Weak	1	5	1	0	7
		14.3%	71.4%	14.3%	.0%	100.0%
	Medium	0	8	4	3	15
		.0%	53.3%	26.7%	20.0%	100.0%
	Strong	0	5	0	2	7
		.0%	71.4%	.0%	28.6%	100.0%
Total		1	18	5	5	29
		3.4%	62.1%	17.2%	17.2%	100.0%

df =6; *p*=.291

8.5.7. Customer Survey

Organizations usually perform customer satisfaction measurement so as to understand the gap between customer expectations and performance perceptions: there is a connection between satisfaction and profitability (Brown, 1998). By measuring customer satisfaction, the organization makes certain implied, and perhaps explicit, promises about its interest in, and responsiveness to, serving its customers (Kelsey and Bond, 2001). Such measures allow managers to:
- know how well the business is working;

- know where to make changes to create improvements; and
- determine if the changes led to improvement (Kelsey and Bond, 2001).

Therefore, the respondents were asked about the frequency and methods of carrying out customer surveys in the libraries (question 30 in appendix 1).

The first question was on the frequency. It is clear from table 37 that conducting customer survey is a regular activity only in five libraries (2 in the strong and 3 in the medium market oriented group). However, it is done sometimes in quite a large number of libraries (20 out of 33). The highest proportion of such libraries were found in the strong market oriented group (6), followed by the weak (5) and the medium (9) market-oriented libraries. In contrast, measuring customer satisfaction is a neglected activity in eight libraries, of which three are in the weak and five in the medium market oriented groups.

Table 37: Customer survey

| | | Does library gather user survey? | | | |
		no	sometimes	always	Total
Market orientation	Weak	3	5	0	8
		37,5%	62,5%	,0%	100,0%
	Medium	5	9	3	17
		29,4%	52,9%	17,6%	100,0%
	Strong	0	6	2	8
		,0%	75,0%	25,0%	100,0%
Total		8	20	5	33
		24,2%	60,6%	15,2%	100,0%

$df = 4$, $p=.293$

Table 38 highlights different methods and modes of performing customer survey in different kinds of libraries. The most preferred method is conducting interviews with the customers as done by nine out of twenty five libraries. Personal contact (5 libraries), questionnaire (5 libraries) and e-mail (5 libraries) also seem to be quite common methods for surveying customers before introducing a new services/ products in the libraries. The strong market oriented libraries prefer e-mail (3 out of 8 libraries) and personal contact (2 libraries) more for carrying out such customer survey rather than interview (1 library) and questionnaire (1 library). Astonishingly, there is one strong market oriented library which doesn't use any such instrument before staring any new service or introducing a product. In contrast, the weak market oriented libraries mostly prefer interviewing the customers (4 libraries) and questionnaire (1 library) rather than using e-mail or personal contact. The situation is different in the medium market oriented group where libraries use different modes representing more or less same percentage, highest being in interview (4 libraries) followed by personal contact (3 libraries), questionnaire (3 libraries) and e-mail (2 libraries).

Table 38: Modes/methods of customer survey before starting new services/ products

		User survey: starting new services(number of "yes" answer)					
		No instrument	ques/prof orma	interview	personal contact	e-mail	Total
Market orientation	Weak	0	1	4	0	0	5
		.0%	20.0%	80.0%	.0%	.0%	100.0%
	Medium	0	3	4	3	2	12
		.0%	25.0%	33.3%	25.0%	16.7%	100.0%
	Strong	1	1	1	2	3	8
		12.5%	12.5%	12.5%	25.0%	37.5%	100.0%
Total		1	5	9	5	5	25
		4.0%	20.0%	36.0%	20.0%	20.0%	100.0%

$$df = 8, p = .266$$

The following two questions were if the libraries used the result of customer analysis before starting or modifying new services. Table 38 and 39 show that a majority of the libraries do not use any instrument for measuring customers' opinions or needs before starting or modifying new services. Such libraries are found in all three market oriented groups with the highest proportion among the weak market oriented libraries. When conducting a customer survey, questionnaire seems to be the most preferred followed by interviews and personal contact. E-mail is used to a minor extent.

Table 39: Modes/methods of customer survey before changing existing services/ products

		User survey: changing existing services(number of "yes" answer)					
		No instrument	ques/prof orma	interview	personal contact	e-mail	Total
Market orientation	Weak	3	1	1	0	0	5
		60.0%	20.0%	20.0%	.0%	.0%	100.0%
	Medium	6	1	2	2	1	12
		50.0%	8.3%	16.7%	16.7%	8.3%	100.0%
	Strong	2	3	1	2	0	8
		25.0%	37.5%	12.5%	25.0%	.0%	100.0%
Total		11	5	4	4	1	25
		44.0%	20.0%	16.0%	16.0%	4.0%	100.0%

$$df = 8 \quad p = .704$$

Thus, the overall findings reflect that only fifteen libraries make changes in their existing services/products after considering customers' voice and concerns according to customers' feedback whereas one third libraries go ahead with the modification of their services/products without taking customers' opinions in consideration. The performance of customer surveys shown in tables 37-39 seem to have only a minor impact on the activities in practice.

8.5.8. Availability of facilities

This section examines the relationship between market orientation and facilities possessed by libraries to perform its operational activity. The purpose is to know if the availability of more or less facilities has any connection with the degree of market orientation of the libraries. The following question was asked:

Please indicate the availability of the facilities at your library:
1. All library functions automated
2. On-line catalogue
3. Desk-top publishing unit
4. Automated circulation system
5. TV
6. Local Area Network (LAN)
7. VCR
8. Audio-visual unit
9. Others (Pl. specify)

Figure 21: Estimated marginal means of availability of facilities

Market orientation (F=.461; p =.102)
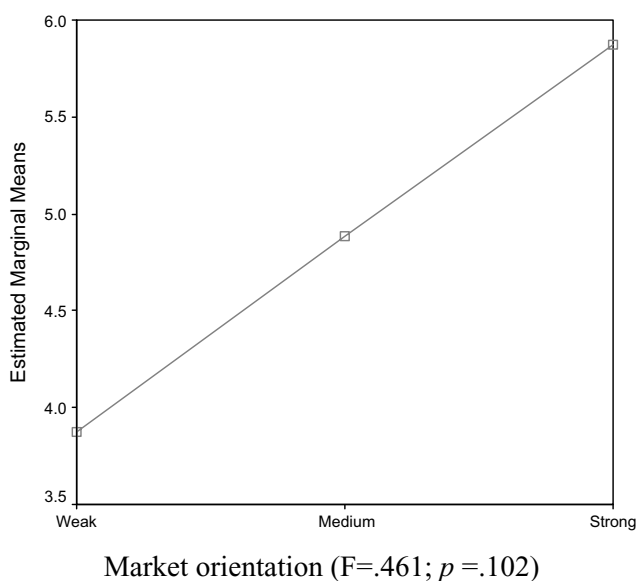
Figure 21 indicates the relationship (F=.461; p =.102) between market orientation and means of availability of basic and advance facilities (infrastructure) in the different kinds of libraries. The highest mean has been observed in the strong group of libraries (5.9) followed by the medium (4.8) and weak (3.8) market oriented ones which highlights the fact that there might exist an interesting connection between market orientation and facilities/ resources of the library. Analysis of the data shows that most of the weak market oriented libraries lack advance facilities such as full automation of all in-house functions and DTP publication unit, TV, VCR, audio-visual unit followed

by the medium group of libraries in contrast to the strong market group of libraries which possess many other facilities such as CD-ROM tower, DVDs, video-conference machine, etc., in addition to the facilities asked in question (Figure 20). The result is especially interesting because the existence of advance facilities was not connected to the size of the libraries but to their market orientation.

8.5.9. Libraries and external customers

8.5.9.1. Library use

The customers of other universities, institutions or organisations have been considered as 'external customers' who use the library which doesn't belong to their own organization. It is apparent from table 40 that a majority of the libraries (32 out of 33), irrespective of the weak, medium or strong market oriented group, have kept open their learning resources of the libraries for the external clientele too.

Table 40: Library use by outsiders

		Does library allow outsiders to use your library?		
		no	yes	Total
Market orientation	Weak	0	8	8
		.0%	100.0%	100.0%
	Medium	1	16	17
		5.9%	94.1%	100.0%
	Strong	0	8	8
		.0%	100.0%	100.0%
Total		1	32	33
		3.0%	97.0%	100.0%

df = 2; *p*=.616

The table shows that most of the libraries do not make any difference in inside and outside use of the library.

8.5.9.2. Charging

Table 41 shows that thirteen libraries charge the external clientele differently than in-house customers in contrast to nineteen libraries who charge them like their internal customers. Half of libraries showing different charging patterns to external clients belong to the strong market oriented group followed by the medium (6 libraries) and weak (5 libraries) groups. On the other hand, a substantial number of libraries belonging to weak (5 libraries), medium (10 libraries) and strong (4 libraries) market oriented group do not make any difference in charging the external clients and treat them like internal customers as far as charging is concerned.

		If yes, do you charge them differently?		
		no	yes	Total
Market orientation	Weak	5	3	8
		62,5%	37,5%	100,0%
	Medium	10	6	16
		62,5%	37,5%	100,0%
	Strong	4	4	8
		50,0%	50,0%	100,0%
Total		19	13	32
		59,4%	40,6%	100,0%

df=2; *p*=.823

8.5.9.3. Difference in charging

Table 42 reflects that fourteen libraries charge fees for services differently for different categories of customers which vary for normal student, teacher, researchers and external clients. The medium market oriented group represents the higher proportion (8 libraries) than the strong (3 libraries) and weak (3 libraries) market oriented members. The table shows further that more than half of the libraries (19) have assigned similar charges for their services for every category of customers. The least proportion (52.9%) has been shown by nine medium market oriented libraries whereas the percentage is same in five weak (62.5%) and five strong (62.5%) group of libraries.

Table 42: Difference in charging fees from different users

		Do you charge fees for services differently for different categories of users?		
		no	yes	Total
Market orientation	Weak	5	3	8
		62,5%	37,5%	100,0%
	Medium	9	8	17
		52,9%	47,1%	100,0%
	Strong	5	3	8
		62,5%	37,5%	100,0%
Total		19	14	33
		57,6%	42,4%	100,0%

df=2; *p*=.857

Table 43 reveals that twenty libraries allow all categories of customers to use all information products/ services in contrast to thirteen libraries which do not. The libraries allowing customer to avail all services and products represent more or less similar proportion in five strong, eleven medium and four members of weak market

oriented group. On the contrary, the higher number of libraries not permitting every user to avail themselves of all services and products comes from the weak (4 out of 8 libraries) group followed by the strong (3 out of 8 libraries) and medium (6 out of 17 libraries) market oriented libraries.

Table 43: Does library allow all categories of customers to avail all the information products/ services?

		Allow all categories of users to avail all the information products/services?		
		no	yes	Total
Market orientation	Weak	4	4	8
		50,0%	50,0%	100,0%
	Medium	6	11	17
		35,3%	64,7%	100,0%
	Strong	3	5	8
		37,5%	62,5%	100,0%
Total		13	20	33
		39,4%	60,6%	100,0%

df=2; p=.775

8.5.10. Pricing issue

Table 44 illustrates that most of the libraries (28) have system of charging fines/penalty from customers for overdue materials. Only four medium and one weak market oriented libraries do not collect any fines for over due materials. All strong market oriented libraries do so followed by the weak (7 out of 8) and medium (13 out of 17) group of libraries. Fines on overdue materials are not collected in only four medium and one weak group libraries.

Table 44: System of fines for over-due materials

		Does library have a system of fines for over-due materials?		
		no	yes	Total
Market orientation	Weak	1	7	8
		12.5%	87.5%	100.0%
	Medium	4	13	17
		23.5%	76.5%	100.0%
	Strong	0	8	8
		.0%	100.0%	100.0%
Total		5	28	33
		15.2%	84.8%	100.0%

df=2; p=.301

Table 45 shows that a majority of the libraries (26) have made some provision for charging their customers for different services and products they provide on payment basis. The proportion is the largest among the strong market oriented libraries, of which all except one charge their users. In contrast, the proportion of not charging for any products and services is the biggest among the weak market oriented libraries.

Table 45: Service fee for information products/ services

		Are users charged for any information services/ products?		
		no	yes	Total
Market orientation	Weak	3	5	8
		37,5%	62,5%	100,0%
	Medium	3	14	17
		17,6%	82,4%	100,0%
	Strong	1	7	8
		12,5%	87,5%	100,0%
Total		7	26	33
		21,2%	78,8%	100,0%

df=2; p=.414

8.5.10.1. Charging pattern

Figure 22 illustrates the connection between market orientation and availability of the services and products offered by the libraries and their charging pattern i.e. free (F), nominal cost (NC), cost recovery basis (CR) or cost plus basis (with profit) (CP). It was asked with the help of following question wherein respondents indicated what services were provided by the libraries and their charging pattern:

1. Photocopying   ……..
2. On-line searches   ……..
3. CD-ROM searches   ……..
4. Bibliographies…………..
5. Press Clippings   ……..
          ……
6. Current Awareness Service…
7. Selective Dissemination of Information……………..
8. Abstracting Services …… .
9. Electronic Journals   ……

10. Inter-library loan   ……
11. Library membership   ……
12. Content Pages of subscribed journals……
13. New Arrivals List   ……
14. E-mail

15. Reference Services   ……
16.Translation Services   ……

17. Indexing Services   ……
18.Other services, please specify   …….

Higher points have been assigned to the libraries showing more profit and vice-versa. There is an indication of significance closer to the level of 0.10 across the libraries.

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The highest mean (19) has been obtained by the medium group of libraries followed by the strong (15.5) and weak (11.2) market oriented libraries.

Figure 22: Charging pattern of services/ products

Market orientation (F=2.716; *p*=.131)
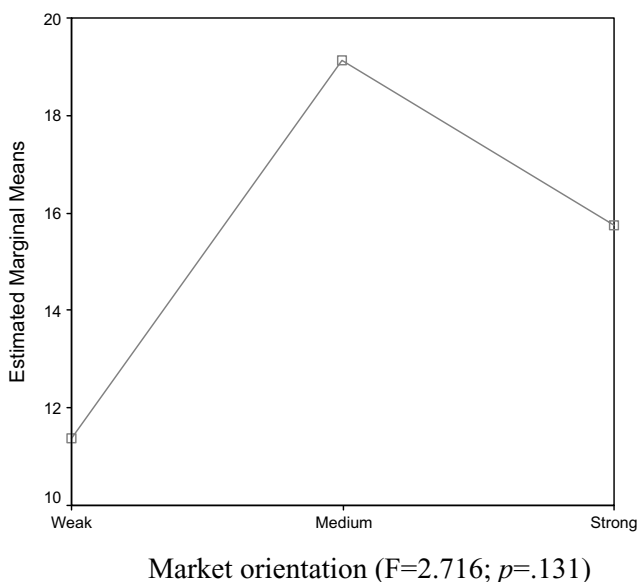
The frequency tables have revealed that different kinds of charging patterns exist in different kinds of libraries for a similar service. For instance, some libraries (21.2%) provide photocopy service on nominal cost while majority of others provide the same on cost recovery basis (63%) in contrast to few libraries (10%) who provide it on profit basis. Likewise, on-line searches are offered free-of-cost by 41.4% libraries which are provided on nominal cost by 20% libraries; cost recovery by 24.1% libraries; and on profit by 6% of libraries. The situation is more or less similar with other kinds of services such as CD-ROM searches (F=37.9%, NC=10.3%, CR=17.2%, CP=3.4%), current awareness services (F=26.7%, NC=13.3%, CR=16.7%, CP=3.3%), selective dissemination of information (F=23.3%, NC=10%, CR=13.3%, CP=3.3%), abstracting services (F=16.7%, NC=6.7%, CR=3.3%, CP=3.3%), inter-library services (F=13.8%, NC=44.8%, CR=37.8%, reference (F=48.3%, NC=6.9%, CR=6.9%, CP=3.4) and indexing services (F=23.1%, NC=3.8%, CR=3.8%), bibliographies (F=48.3), NC=13.8%, CR=6.9%), etc. Electronic journals are mostly provided by free-of-cost in 93.3% of libraries while 6.7% libraries provide it on nominal cost. There are two libraries which provide mobile phone services to customers on nominal cost. The customers' get facility to request the book through mobile phone and library also informs them about the availability of requested materials.

8.5.11. Library's publication

Table 46 shows that a majority of the libraries (28) do not publish any such bulletin or newsletter as revealed by the medium (15 out 17 libraries), strong (7 out of 8 libraries) and weak (6 out of 8 libraries) market oriented group.

Table 46: Newsletter/ bulletin

		Does library publish library bulletin/newsletter?		Total
		no	yes	
Market orientation	Weak	6	2	8
		75.0%	25.0%	100.0%
	Medium	15	2	17
		88.2%	11.8%	100.0%
	Strong	7	1	8
		87.5%	12.5%	100.0%
Total		28	5	33
		84.8%	15.2%	100.0%

df=2; *p*=.671

In contrast to newsletter/bulletin, a majority of the libraries (28) publish their annual report. All strong market oriented libraries do so followed by the medium (14 out of 17) and the weak (6 out of 8 libraries) group members (table 47).

Table 47: Annual report

		Does library publish its annual report?		Total
		no	yes	
Market orientation	Weak	2	6	8
		25.0%	75.0%	100.0%
	Medium	3	14	17
		17.6%	82.4%	100.0%
	Strong	0	8	8
		.0%	100.0%	100.0%
Total		5	28	33
		15.2%	84.8%	100.0%

df=2; *p*=.347

8.5.12. Promotional efforts (traditional)

To analyze the extent of promotion activities performed in libraries, respondents were asked to give the frequency of the following activities in libraries (question 42 in the appendix 1).

1. Keep signs, symbols, hand-outs and instructions in appropriate place in the library.
2. Organize tour of the library building.
3. Notify users about the status or availability of information products/ services.
4. Give a formal lecture on library resources/ facilities in a particular field.
5. Give demonstrations of various systems like OPAC, CD-ROM, E-mail, Internet, On-line services.
6. Conduct user-orientation programmes.
7. Arrange user-group/ focus group meeting to discuss information products/ services of library.
8. Arrange library committee meeting.
9. Display latest arrivals.
10. Prepare brochure/ leaflets/ pamphlets and send them to target groups.
11. Put a suggestion/ complaint box in the library.
12. Write articles about the library and its services/ products in in-house publication, local newspapers, etc.
13. Give radio/ TV programmes about the library and its services/ products.
14. Display the library's information products/ services during seminars/ symposia/ workshops/ exhibitions.

Figure 23 illustrates significant difference (F=7.262; *p*=.003) across the different kinds of libraries towards their traditional promotional efforts. The figure reveals that the medium market oriented libraries are putting more efforts towards promoting its products and services (mean= 30.9) than the strong (mean= 22.5) and weak (mean= 20) groups which is comparatively less evident in strong and weak group.

Figure 23: Promotional efforts of libraries
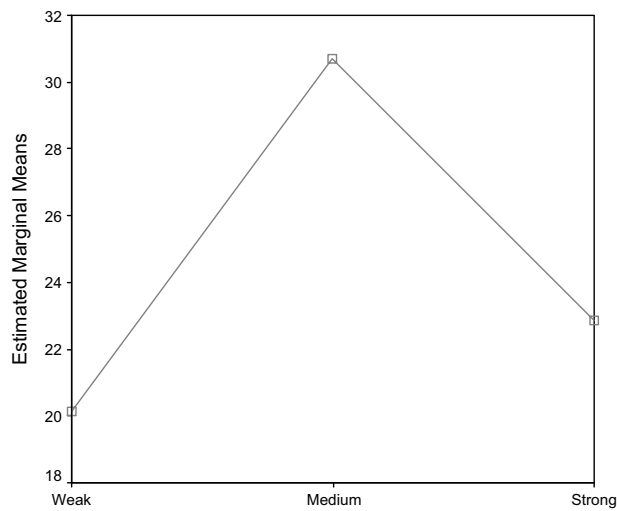
Market orientation (F=7.262; *p*=.003)

The most relevant sub-questions of the main question (42) on previous page have been highlighted below:

- In all except one of the medium market oriented libraries, sign, symbols, hand-outs and instructions are kept *often* in appropriate places followed by the strong (5 out of 7 libraries) and weak (4 out of 8 libraries) group. However, this activity is performed *occasionally* in half of the members of the weak (4 out of 8 libraries), one library of the strong and one library of the medium market oriented group. Surprisingly, in one strong marketing oriented library, it is done rarely. There is significant difference at .030 level as revealed by the chi-square test (table 48).

Table 48: Promotional task: sign, symbols, handouts and instructions

		Promotional tasks: signs, symbols, hand-outs and instructions are kept			
		rarely	occassionally	often	Total
Market orientation	Weak	0	4	4	8
		,0%	50,0%	50,0%	100,0%
	Medium	0	1	16	17
		,0%	5,9%	94,1%	100,0%
	Strong	1	1	5	7
		14,3%	14,3%	71,4%	100,0%
Total		1	6	25	32
		3,1%	18,8%	78,1%	100,0%

df=4; *p*=.030

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- Table 49 shows that a majority of the medium market oriented libraries (12 out of 17) are in the fore-front of informing the customers *often* about the status or availability of information services and products offered by them. This is followed by half of the strong and one library of the weak market oriented group. It is interesting to note that the three libraries of the strong group do it *occasionally* as do five weak and five medium market oriented libraries. In contrast, this activity is performed *rarely* by two weak market oriented libraries. The table reveals a significance .027 for this activity.

Table 49: Promotional task: notify users about the status of information services/ products

| | | Promotional tasks: notify users about the status of information products/ services | | | |
		rarely	occassionally	often	Total
Market orientation	Weak	2	5	1	8
		25,0%	62,5%	12,5%	100,0%
	Medium	0	5	12	17
		,0%	29,4%	70,6%	100,0%
	Strong	0	3	4	7
		,0%	42,9%	57,1%	100,0%
Total		2	13	17	32
		6,3%	40,6%	53,1%	100,0%

df =4; *p*=.027

- The significance .004 is visible across the libraries for the promotional tasks such as demonstrations of OPAC, CD-ROM, and online services to its customers (table 50). This is done most *often* by the medium group of libraries. The total picture reveals that half of the libraries (17 out of 32) *often* give demonstrations of various systems like OPAC, CD-ROM, Internet, E-mail, On-line services etc. Additionally, thirteen out of thirty two libraries give this kind of demonstration *occasionally*. Only two libraries never do so both of which belong to the weak market oriented group. None of the libraries belonging to the weak group give these kinds of demonstrations *often* even if six of eight members in this group do it *occasionally*.

Table 50: Promotional task: demonstrations of OPAC, CD-ROM, online services

| | | Promotional tasks: demonstrations of OPAC, CD-ROM, online services | | | |
		rarely	occassionally	often	Total
Market orientation	Weak	2	6	0	8
		25,0%	75,0%	,0%	100,0%
	Medium	0	4	13	17
		,0%	23,5%	76,5%	100,0%
	Strong	0	3	4	7
		,0%	42,9%	57,1%	100,0%
Total		2	13	17	32
		6,3%	40,6%	53,1%	100,0%

df =4; *p*=.004

- Table 51 shows that user orientation programmes are conducted often by almost half of the libraries (15 out of 32). The highest proportion (5 out of 7 libraries) has been observed in the strong group followed by the medium (9 out of 17 libraries) and weak (1 out of 8 libraries) group of libraries. Such programmes are conducted occasionally by ten libraries (strong = 1 library; medium =7 libraries; weak = 2), and rarely by three libraries of each group i.e. weak, medium and strong. It can also be noticed that in half of the weak group libraries, such programmes were never organized. Table 51 indicates the significance tendency at .010 level for this activity.

Table 51: Promotional task: customer orientation programs

| | | Promotional tasks: conduct user-orientation programmes | | | | |
		never	rarely	occassionally	often	Total
Market orientation	Weak	4	1	2	1	8
		50,0%	12,5%	25,0%	12,5%	100,0%
	Medium	0	1	7	9	17
		,0%	5,9%	41,2%	52,9%	100,0%
	Strong	0	1	1	5	7
		,0%	14,3%	14,3%	71,4%	100,0%
Total		4	3	10	15	32
		12,5%	9,4%	31,3%	46,9%	100,0%

df = 6; *p*=.010

- It is apparent from table 52 that user – groups/ focus groups are arranged often by only five libraries. The highest number (4 out of 17 libraries) comes from the medium group followed by the one strong group member. This activity is arranged occasionally by fifteen libraries (strong = 5 out of 7; medium = 9 out of 17; weak = 1 out of 8), and rarely by seven libraries (strong = 1 out of 7; medium = 2 out of 17; weak = 4 out of 8). The table also illustrates that five libraries

(medium = 2 out of 17; weak = 3 out of 8) never arranged such meetings. The finding is significant at .050 level.

Table 52: Promotional task: customer group/ focus group meeting

		Promotional tasks: arrange user group/ focus group meeting				Total
		never	rarely	occassionally	often	
Market orientation	Weak	3	4	1	0	8
		37,5%	50,0%	12,5%	,0%	100,0%
	Medium	2	2	9	4	17
		11,8%	11,8%	52,9%	23,5%	100,0%
	Strong	0	1	5	1	7
		,0%	14,3%	71,4%	14,3%	100,0%
Total		5	7	15	5	32
		15,6%	21,9%	46,9%	15,6%	100,0%

df = 6; *p*=.050

8.5.13. On-line relationship

The purpose of this question was to know if the libraries were utilizing the web to build a relationship with their customers in practice. However, it is important to note here that e-mail has also been included in this purview keeping in mind the fact that strictly online efforts of libraries were visible only in few libraries. Table 53 reveals that a majority of the libraries (28) use e-mail to develop a relationship with their customers by providing them with useful information about library, and sending them reminders about books, etc. All members of the strong market oriented group do so and also most of the medium and weak group members. This activity is not visible only in four libraries comprising of two weak and two medium group members.

Table 53: On-line relationship

		Do you attempt to build an online relationship with your customers?		Total
		no	yes	
Market orientation	Weak	2	6	8
		25,0%	75,0%	100,0%
	Medium	2	15	17
		11,8%	88,2%	100,0%
	Strong	0	7	7
		,0%	100,0%	100,0%
Total		4	28	32
		12,5%	87,5%	100,0%

df=2; *p*=.341

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8.5.14. Availability of written service philosophy on paper

The marketing concept is considered a business philosophy which champions the identification and satisfaction of customer needs, and the integration of marketing throughout the organization (Doyle, 1994; Drucker, 1954; Gray, Matear, and Matheson, 2002). Most of the libraries in this survey have no service philosophy on paper. It is apparent from the table 54 that only nine libraries have service philosophies on paper while rest of the twenty four libraries has yet not written down their service philosophies. In strong market oriented group, half of the libraries have documented their philosophy to serve customers which is comparatively less evident in medium group where only five libraries have done this so far. In sharp contrast, none of the weak market oriented libraries have done efforts in this direction.

Table 54: Service philosophy

		Do you have service philosophy on paper?		Total
		no	yes	
Market orientation	Weak	8	0	8
		100,0%	,0%	100,0%
	Medium	12	5	17
		70,6%	29,4%	100,0%
	Strong	4	4	8
		50,0%	50,0%	100,0%
Total		24	9	33
		72,7%	27,3%	100,0%

df=2; *p*=.077

Table 55 highlights the awareness of the whole staff (8 out of 9 libraries) with the content of existing service philosophies written down by their respective libraries. There was a complete awareness in all the libraries except one medium market oriented library whose director told:

I am not sure but I suppose they (staff) should know…(ULD)

Table 55: Staff awareness about service philosophy

		If yes, does the whole staff know about the content?		Total
		don't know	yes	
Market orientation	Medium	1	4	5
		20,0%	80,0%	100,0%
	Strong	0	4	4
		,0%	100,0%	100,0%
Total		1	8	9
		11,1%	88,9%	100,0%

df=1; *p*=.343

8.5.15. Present status of marketing efforts

Table 56 indicates the present status of marketing efforts in the libraries as expressed by the respondents. The tendency towards the significance can also be noticed across the different group of libraries.

Table 56: Present status of marketing efforts

| | | Present status of marketing efforts | | | |
		same level of mkt standard	little improvement	better mkt operations	Total
Market orientation	Weak	7	1	0	8
		87,5%	12,5%	,0%	100,0%
	Medium	4	4	9	17
		23,5%	23,5%	52,9%	100,0%
	Strong	2	4	1	7
		28,6%	57,1%	14,3%	100,0%
Total		13	9	10	32
		40,6%	28,1%	31,3%	100,0%

$df = 4$; $p = .006$

In the strong market oriented group, there is only one respondent who claims to have better marketing operations in the library as compared to earlier period; whereas four respondents find that there is little improvement; and according to two of them, there is the same level of marketing standard in their libraries as before. In the weak market oriented group, there have been no changes in the marketing standards of most of the libraries. One library has undergone, albeit small improvement. And, in the medium market oriented group, thirteen respondents feel that libraries' marketing operations have been improved compared to earlier standards.

8.5.15.1. Misconception about marketing

Table 57 shows that although only 3 respondents (one in each category) admit that misconception about marketing creates a hindrance at the very initial stage. However, the qualitative analysis of respondents' notion about marketing reveals that about half of the respondents hold a medium to vague or little understanding on the issue.

Table 57: Misconception about marketing

| | | barriers/constraints: misconception | | |
		no	yes	Total
Market orientation	Weak	7	1	8
		87.5%	12.5%	100.0%
	Medium	16	1	17
		94.1%	5.9%	100.0%
	Strong	7	1	8
		87.5%	12.5%	100.0%
Total		30	3	33
		90.9%	9.1%	100.0%

df 2, *p*=.804

Here are some statements highlighting the respondents' misconception about marketing:

"It is a commercial term, we don't practice marketing." (SLD)

"In organizations where we do not have to earn money but we get money, then we do not think at all that we should market anything." (ULD)

"Marketing is a strange idea for librarians. It could be more interesting to think about it but I don't know much about it." (ULD)

8.5.15.2. Lack of marketing knowledge

Table 58 shows that six respondents admit that lack of marketing knowledge is a major constraint to practice marketing concepts of which three belong to the strong and three to the medium group.

Table 58: Lack of marketing knowledge

| | | barriers/constraints: lack of knowledge | | |
		no	yes	Total
Market orientation	Weak	8	0	8
		100.0%	.0%	100.0%
	Medium	14	3	17
		82.4%	17.6%	100.0%
	Strong	5	3	8
		62.5%	37.5%	100.0%
Total		27	6	33
		81.8%	18.2%	100.0%

df = 2, *p*=.150

8.5.15.3. Lack of resources

The other problem felt by the library directors in implementing the marketing programme in their libraries is lack of resources. Table 59 reveals that ten respondents find the lack of resources as a major constraint in implementing marketing programmes in their libraries. The highest proportion (3 out of 8) comes from the weak group members which is comparatively fewer in the medium (5 out of 17) and strong (2 out of 8) group of libraries.

Table 59: Lack of resources

		barriers/constraints: lack of resources		
		no	yes	Total
Market orientation	Weak	5	3	8
		62.5%	37.5%	100.0%
	Medium	12	5	17
		70.6%	29.4%	100.0%
	Strong	6	2	8
		75.0%	25.0%	100.0%
Total		23	10	33
		69.7%	30.3%	100.0%

df = 2, p=.857

8.5.15.4. Lack of time

Table 60 shows that overall fifteen respondents find lack of time as a pressing problem at their end.

Table 60: Lack of time

		barriers/constraints: lack of time		
		no	yes	Total
Market orientation	Weak	3	5	8
		37.5%	62.5%	100.0%
	Medium	10	7	17
		58.8%	41.2%	100.0%
	Strong	5	3	8
		62.5%	37.5%	100.0%
Total		18	15	33
		54.5%	45.5%	100.0%

df = 2, p=.531

It is also to be noted that the highest proportion (5 out of 8) of the respondents experiencing it as a barrier comes from the weak group of libraries followed by the medium (7 out of 17) and strong (3 out of 8) groups.

8.5.15.5. Lack of training and education

Table 61 reveals that about one third of the respondents (10 out of 33) give the reason of lack of formal training and awareness on the part of library and information providers for not adopting marketing principles. It shows that 3 strong, 6 medium and one weak group members find it a major constraint.

Table 61: Lack of training and education

		barriers/constraints: lack of training and education		
		no	yes	Total
Market orientation	Weak	7	1	8
		87.5%	12.5%	100.0%
	Medium	11	6	17
		64.7%	35.3%	100.0%
	Strong	5	3	8
		62.5%	37.5%	100.0%
Total		23	10	33
		69.7%	30.3%	100.0%

df = 2, *p*=.450

A comment from one of the library directors reflects this training and education barrier:

I have never thought about it. We don't have marketing education and training. (SLD)

8.5.15.6. Attitude of consumers

Another constraint mainly felt by strong (3 out of 8) and medium (1 out of 17) group members is the attitude and approach of the consumers towards the marketing concepts (table 62).

Table 62: Attitude of consumers

		barriers/constraints: attitude of users		
		no	yes	Total
Market orientation	Weak	8	0	8
		100.0%	.0%	100.0%
	Medium	16	1	17
		94.1%	5.9%	100.0%
	Strong	5	3	8
		62.5%	37.5%	100.0%
Total		29	4	33
		87.9%	12.1%	100.0%

df = 2, *p*=.038

One typical comment of a library director highlights this constraint on the level of customers:

"Marketing is not an easy task to do because it is not a library product itself. Library has added so much value to users and they have to understand it. It is very complicated area and also pricing for product is very complicated. Attitudes of users is also responsible, they don't want to pay." (ULD)

8.5.15.7. Attitude of the administration

Another barrier perceived by some respondents (5 out of 33) is the attitude of the administration which does not support them in their pursuit of marketing efforts. Table 63 shows that the highest proportion (2 out of 8) of such respondents comes from the strong and weak groups followed by one medium group member (5.9%).

Table 63: Attitude of the administration

		barriers/constraints: attitude of the administration		
		no	yes	Total
Market orientation	Weak	6	2	8
		75.0%	25.0%	100.0%
	Medium	16	1	17
		94.1%	5.9%	100.0%
	Strong	6	2	8
		75.0%	25.0%	100.0%
Total		28	5	33
		84.8%	15.2%	100.0%

df = 2, *p*=.310

8.5.16. Summary

The analysis of the entire findings of this chapter reveals that medium marker oriented group has appeared to be the superior in terms of operational policies and activities of libraries in connection of marketing. As such, libraries' marketing operational policies and activities were not found to be in accordance of their market orientation. An overview of how specific functions of marketing being embedded in the operational policies and activities of different groups of libraries have been summarized as follows:

The strong market oriented libraries

The strong market oriented libraries do not appear to assume a high responsibility towards the operational policies and activities in connection with marketing. The

institutional identity in the form of having their own logo and letter-head is visible though not very strong. A mission statement has been defined by three quarters of the libraries. To develop a marketing plan seems to be one of the most under-estimated activities. Only one fourth of the libraries have been found to have a provision of funds for marketing activities. However, almost half of the libraries are spending 1-5% of their budget on marketing while some libraries spend between 6-10% of the budget. Cooperation of joint decision-making regarding the kinds of information services/ products to be targeted for their customer base is strongly visible. About three quarters of the libraries spend only less than 10% of their time on the activities related to marketing where as more than one quarter of libraries spend 21-30% time. Traditional promotional efforts are not much appreciated by this group. The libraries have adequate facilities and resources thus highlighting that they may become more market oriented, the more facilities and resources they get.

The medium market oriented libraries

The medium market oriented libraries put more serious efforts towards operational policies and activities in connection of marketing and they are at best across the three groups of libraries. The institutional identity of the libraries is observable through the presence of their logo in about half of the libraries. More than three quarters libraries of this group use letter-head of their own. Likewise, fifteen out of seventeen libraries have defined their mission statement. The highest proportion of all the libraries having marketing plan comes from this group. However, only some libraries have provision for funds for marketing activities and they spend 1-5% of their budget for such purposes. A majority of the libraries (14 out of 17) reveal a joint decision making pattern about the kinds of services and products to be delivered to customers. Towards this purpose, more than half of the libraries (8 out of 15) spend less than 10% time, four libraries spend 11-20% time and three libraries spend 21-30% of their time on the activities related to marketing. Libraries have comparatively less infra-structural facilities and resources. Nevertheless, they are putting the concerted efforts towards charging and promoting its products and services. Moreover, the highest percentage of libraries claiming improved marketing operations comes from this group.

The weak market oriented libraries

This group of libraries does not seem to be overly concerned about its own institutional identity. None of the libraries were found to have a logo. Instead they use the logo of their parent organization. Only some libraries have their own letter-head. The mission statement has been defined by half of the libraries. To develop marketing plan seems to be one of the most neglected activities. Only one library has provision of funds for marketing related activities. However, about half of the libraries (3 out of 8) spend less than 1% while two libraries spend between 1-5% of their budget activities related to marketing. Comparatively, less cooperation is visible regarding the joint decision-making about the kinds of services and products to be provided for their customers. Most of the libraries (5 out of 8) spend less than 10% time while one library spends 11-20% time for such marketing activities. Such libraries have

comparatively fewer facilities and resources than the previous groups. The least consideration is given to promoting its services and products.

The overall picture reveals that in practice, the medium market oriented group seems to have adopted more market oriented policies and operations than the strong market oriented group which was clearly superior when it comes to marketing attitudes and knowledge. However, the operations, strategies and market orientation go hand in hand in the weak market oriented group who was underdog in other aspects as well: market orientation, attitudes, and knowledge.

8.6. Service performance of libraries: customers' feedback

The purpose of this chapter is to analyze the role that market orientation plays in the service performance of libraries. The findings explained in this chapter are based, primarily, on the assumption that a superior service performance is associated with higher levels of market orientation. An effective service performance is created by the employees in the organization and calls for them to be bonded by a common set of corporate beliefs and values. Through these norms, a suitable environment is developed for management to: display a commitment to personal empathy; foster a customer response of perceived quality; and eventually a dynamic organization (Norburn *et al.*, 1988).

Therefore, in keeping with this perspective, service performance of the different libraries has been measured through their respective customer feed-back on accessibility of materials, study environment, equipment, collections and different aspects on the service quality.

8.6.1. Accessibility of services and products

The main role of a librarian or information service provider is to make ease to access of information which in turn increases the use of learning resources of the libraries. Following statements were put forward to test the accessibility of library materials:

- It is easy to find where learning resource materials (books, journals, CDs, maps, etc.) are shelved.
- The library's web pages display correct and useful information about its collections and other information resources and services.
- Information on the user catalogue is clear and easy to follow.
- Accurate and helpful written instructions are available next to all equipment.
- Documents I want are in their proper places on the shelves.
- Instructional signs in the library are clear, understandable and helpful in usage of the learning resources.
- Computers for the library catalogue are conveniently distributed throughout the library.

Table 64 shows the number of respondents on question about accessibility of materials in the libraries of different market oriented groups.

Table 64: Accessibility of materials
(Number of respondents)

Market orientation	Number of respondents
Weak	30
Medium	80
Strong	49

Figure 24: Accessibility of library materials
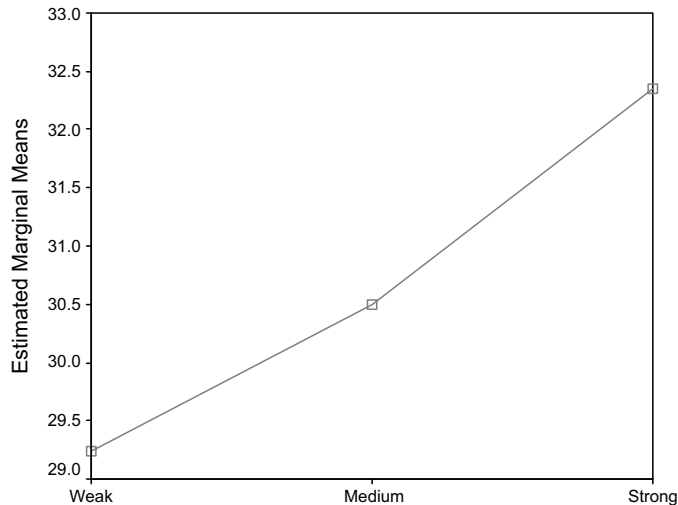
Market orientation (F = 3.856; *p* = .023)

It is apparent from figure 24 that the strong market oriented libraries are in fore-front of accessibility of library materials by obtaining the highest mean (32.3) followed by the medium (30.4) and weak (29.4) groups. There is an indication of significance at .023 level across the libraries.

8.6.2. Study environment

The study environment of the libraries was measured with the help of following statements:

- Study areas in the reading room of the library are kept quiet.
- I can usually find a seat or study desk when I want one.
- The library has an attractive interior.
- The temperature and ventilation in the library building is comfortable.
- Lighting in the building is adequate to my needs.
- Library furniture is comfortable.
- There are some study areas in the library where talking is permitted.

Table 65 shows the number of customers responded on the question of study environment of their libraries in different market oriented groups.

Table 65: Study environment
(Number of respondents)

Market orientation	Number of respondents
Weak	30
Medium	81
Strong	50

Figure 25: Study environment

Market orientation (F = .129; p = .879)
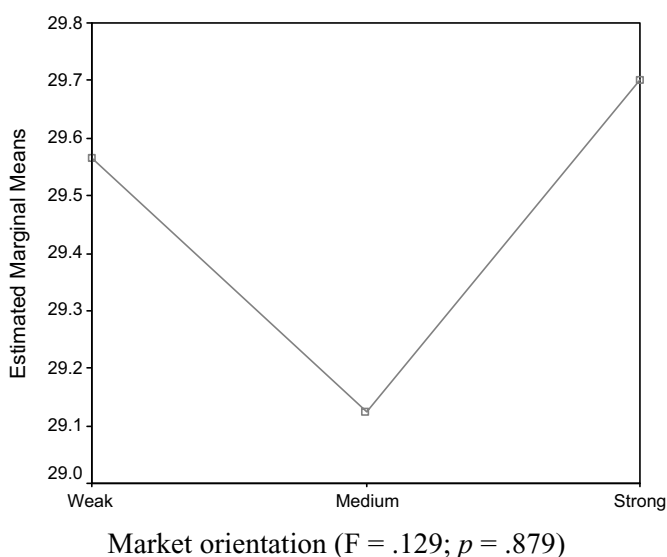
Figure 25 illustrates that the strong market oriented libraries have obtained highest means (29.7) followed by weak (29.56) and medium (29.15).

8.6.3. Satisfaction with library equipments

Customers use various instruments and equipments during their exploitation of libraries' collection and resources. Customer satisfaction with the proper working conditions of such equipment was measured through following statement:

- I am satisfied with the working condition of the following equipments:
    -Catalogue computers
    -Internet, CD-ROM, and database computers
    -Xerox machines

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-Audio-visual materials
-Microfilm and microfiche readers
-Computer printers

Table 66 shows the number of respondents in different market oriented groups who answered the questions on library equipments.

Table 66: Satisfaction with library equipments
(Number of respondents)

Market orientation	Number of respondents
Weak	27
Medium	72
Strong	43

Figure 26: Satisfaction with library equipments

Market orientation (F = 2.185; p = .116)
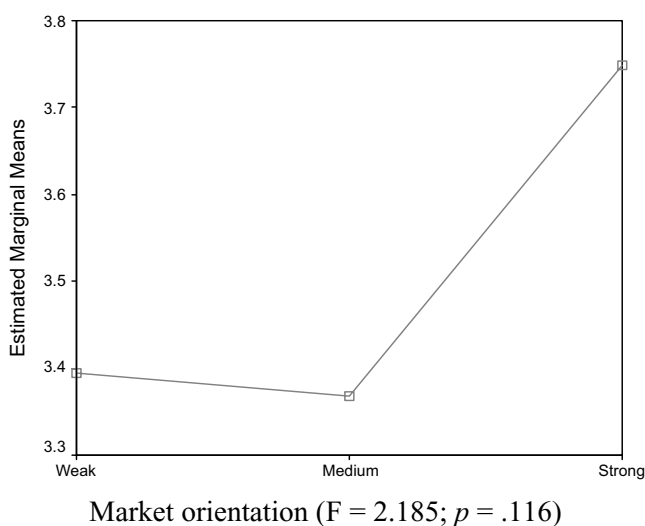
Figure 26 demonstrates that the highest mean (3.75) has been obtained by strong market oriented libraries which is subsequently followed by weak (3.4) and medium (3.38) group. There is just marginal difference between the medium and weak group regarding the working condition of various equipment. The figure also shows the tendency of significance (F = 2.185; p = .116) across the different libraries which is quite close to .10 level.

8.6.4. Collections usefulness

The library is meant for customers and therefore the collection it comprises, must be customer oriented. The following statements were put forward to measure the usefulness and relevance of library collections:

- The information I get from library materials is useful.
- The range of collections held by the library meets my information needs.

Table 67 shows the number of customers in different market oriented groups who responded on the question on usefulness of their libraries collections.

Table 67: Collection usefulness
(Number of respondents)

Market orientation	Number of respondents
Weak	31
Medium	81
Strong	50

Figure 27: Collections' usefulness
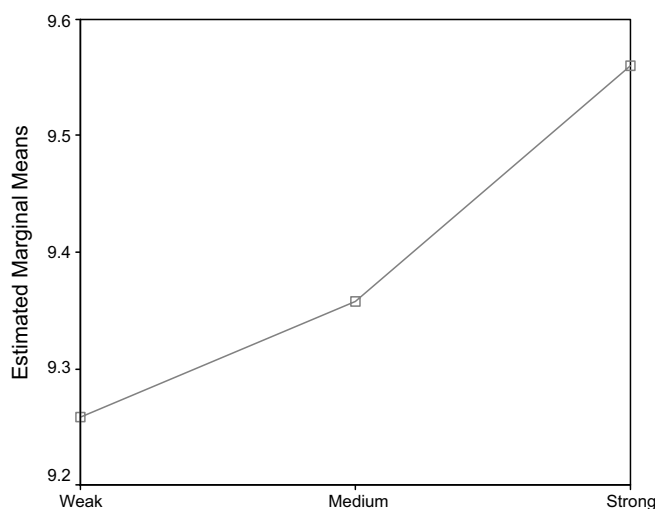
Market orientation (F = .300; p = .741)

Figure 27 shows that the strong market oriented libraries are carrying out suitable efforts in procuring customer oriented documents which cater the information needs of their customers. This is apparent in the higher means of this group (9.57) subsequently followed by the medium (9.35) and weak (9.25) group of libraries.

8.6.5. Condition of collections

The condition of the libraries' collection was measured by the following statements:

- The library materials are in good condition (e.g., not brittle or falling apart).
- The documents I need have not been mutilated (e.g., torn pages or highlighted text).

Table 68 illustrates the number of respondents in different market oriented groups who answered the questions on the condition of collections.

Table 68: Conditions of collections
(Number of respondents)

Market orientation	Number of respondents
Weak	31
Medium	81
Strong	50

Figure 28: Condition of collections
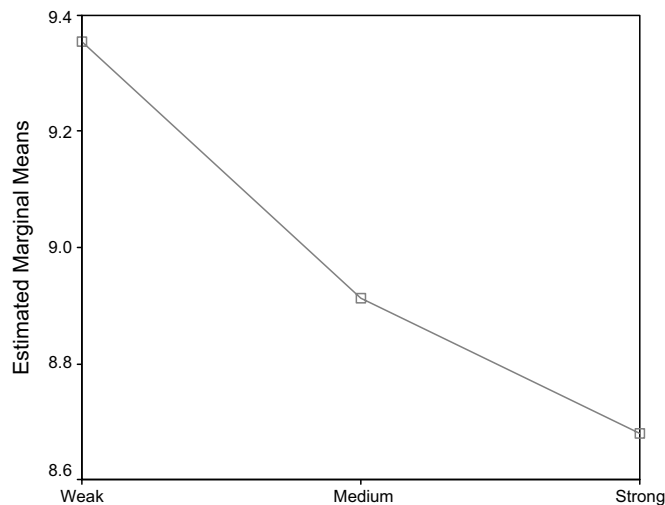
Market orientation (F = .936; p = .394)

It is apparent from figure 28 that the consumers of the weak group give better grading to the condition of collection of their libraries. This is in accordance with previous findings on the inward orientation of libraries in the weak group. It can be noticed in their higher mean (9.37) followed by the medium (8.9) and strong (8.67) group of libraries.

8.6.6. Customer centeredness of services

Customer centeredness of the libraries was measured by consumers' feedback on efficiency of various services, opening hours and promotional activities. The following statements were put forward:

- Library materials are reshelved promptly after use.
- It is easy to find out in advance when the library will be open.
- Library opening hours match my schedule and needs.
- I do not have to wait for more than five minutes:
    - -To use automated catalogue
    - -To borrow materials
    - -To use Internet, CD-ROM, and database computers
    - -To use the photocopiers
    - -To take prints from a computer
    - -To use microfilm and microfiche readers
- The material I need from the collection of the library is usually available to me without any delay.
- When I request an item from the closed shelf, I am told how long it will take to arrive.
- When I request an item by interlibrary loan (ILL), I am told how long it will take to arrive.
- I find displays of new library materials useful.
- Library brochures and help sheets are useful and helpful.

Table 69 shows the number of customers in different market oriented groups who responded on the questions measuring customer centeredness of library services.

Table 69: Customer centeredness
(Number of respondents)

Market orientation	Number of respondents
Weak	25
Medium	75
Strong	44

Figure 29: Customer centeredness of services

Market orientation (F = .902; *p* = .408)
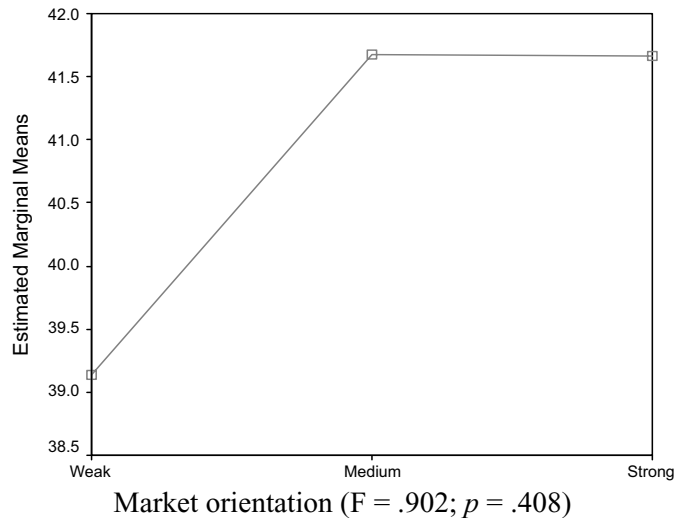
Figure 29 illustrates that the strong (41.52) and medium (41.52) group of libraries are almost similar in the customer centeredness of their services. In sharp contrast, the weak group has obtained the lowest mean (39.2) in this respect.

8.6.7. Staff attributes

The following statements were put forward for the evaluation of the staff attributes that is, the welcoming behaviour and the assistance offered by the library staff to customers:

- All public service desks throughout the library are served by knowledgeable staff.
- Library staff do not overwhelm me with too much information and detail.
- Library staff take me directly to documents I want, instead of just pointing or telling me where to go.
- Library staff give accurate answers to my questions.
- Library staff are courteous, polite, approachable and welcoming.
- Library staff are available when I need them.
- Library employees communicate with me in terms I understand.
- Library staff offer suggestions where to look for information in other parts of the library.
- Library staff are willing to leave the desk area to help me.
- Library staff encourage me to come back to ask for more assistance if I need it.
- If any information is not available in the library, the library staff offer suggestions on where to look for information outside the library.
- Library staff understand what information I am looking for.
- Library staff do not refer me unduly from one service area to another for my enquiry to be answered.
- Library staff help me in selection of appropriate electronic resources.

- Library staff mention about interlibrary loan as a means to obtain the learning resources library does not have.
- Library staff personally help me to use electronic resources.

Table 70 illustrates the number of respondents in different market oriented groups who answered the questions on the staff attributes of their library.

Table 70: Staff attributes
(Number of respondents)

Market orientation	Number of respondents
Weak	28
Medium	79
Strong	50

Figure 30: Staff attributes

Market orientation (F = 0.60; p = .942)
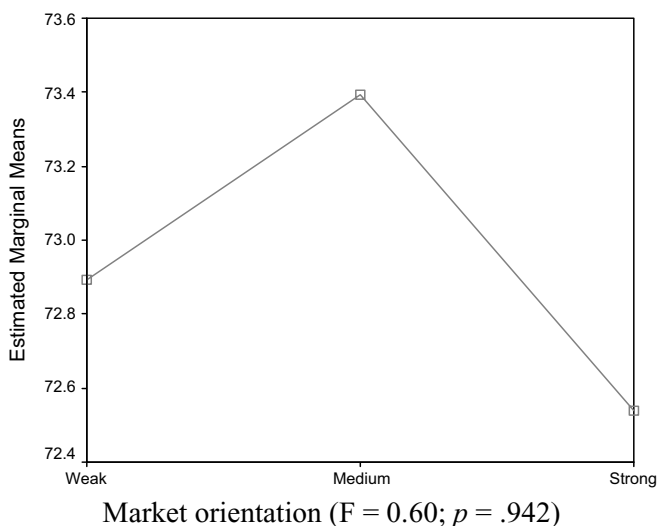
As it can be noticed from figure 30 that the medium group has obtained the highest mean (73.4) followed by the weak (72.84) and strong (72.46) group of libraries reflecting slight difference in the staff attributes. It shows that the consumers of strong group of libraries are more critical about libraries' staff welcoming behaviour and assistance provided to them.

8.6.8. Customer appreciation

The libraries' efforts of customer appreciation were measured with the help of following statements:

- Library purchases new materials which are relevant to my information needs.
- Library organizes teaching programmes to help me make more effective use of the library.
- Library conducts user-survey periodically regarding its information services/ products.
- Library attempts to build an on-line relationship with me to inform about its activities and services / products.
- When I enter the library I can see where I can go for help.
- It is easy to make a compliment, complaint, or suggestions about library services and conditions.
- The library acts promptly when I make a complaint.
- My views are taken into consideration whenever library plans to introduce any new service/product.

Table 71 shows the number of respondents who answered the above questions on library's efforts on customer appreciation in different market oriented groups.

Table 71: Customer appreciation
(Number of respondents)

Market orientation	Number of respondents
Weak	30
Medium	79
Strong	50

Figure 31: Customer appreciation

Market orientation (F = .221; p = .802)
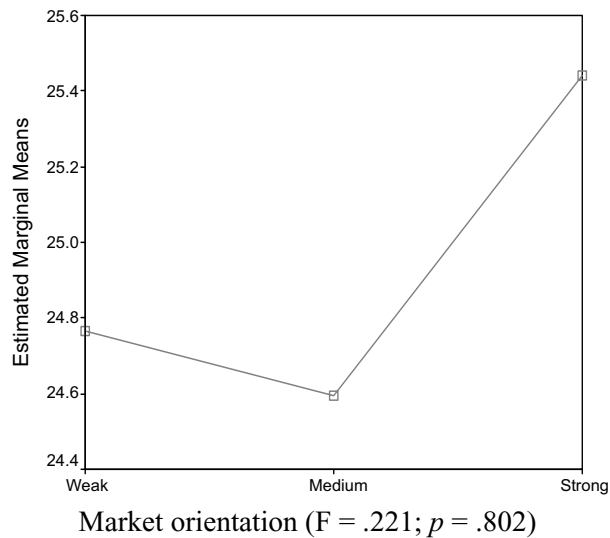
Figure 31 depicts that the strong group has obtained the highest mean (24.45) indicating that such libraries are trying more and more to involve their customers' wishes in procuring documents, arranging library teaching programmes, carrying out customer surveys to further augment their voices. Such activities are comparatively less visible in weak (24.76) and medium (24.63) group of libraries.

8.6.9. Customers' opinion about pricing issue

The customers' opinion about pricing issues of the library was sought in respect of three different pricing statements: justifiability, internal/external pricing policy and user willingness to pay.

8.6.9.1. It is justifiable for library to charge fees from users for services such as interlibrary loan, CD-ROM databases, online searching, and photocopy services, etc.

Table 72 depicts the number of respondents in the different market oriented groups who expressed their view on paying fee for some library services.

Table 72: Library fees from consumers
(Number of respondents)

Market orientation	Number of respondents
Weak	30
Medium	81
Strong	50

Figure 32: Library fees from consumers

Market orientation (F = .634; *p* = .532)
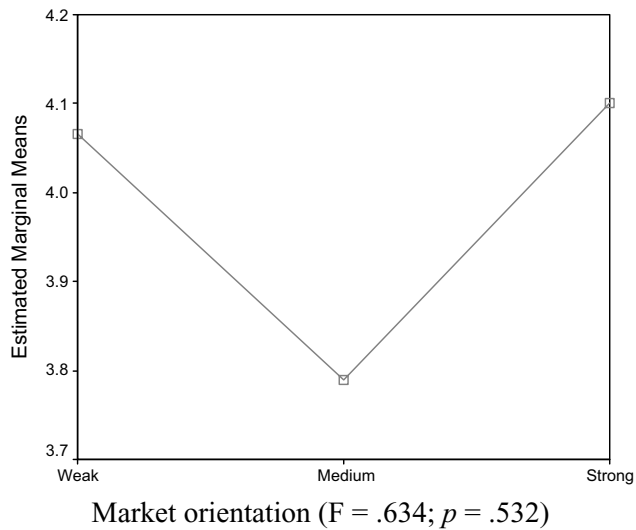
Figure 32 shows that the consumers of the strong (mean = 4.10) and weak (mean = 4.07) group of libraries find it justifiable if the library charges fees for services such as interlibrary loan, CD-ROM databases, online searching, and photocopiers, etc. In contrast, the medium group (mean = 3.79) consumers do not find it justified for the libraries to charge fees for their services.

8.6.9.2. The library should charge fees for its services/ products from external users only.

Table 73 illustrates the number of respondents in different market oriented groups who answered the above statement on external users.

Table 73: Library fees from external users
(Number of respondents)

Market orientation	Number of respondents
Weak	29
Medium	81
Strong	50

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Figure 33: Library fees from external consumers

Market orientation (F = .976; p = .379)
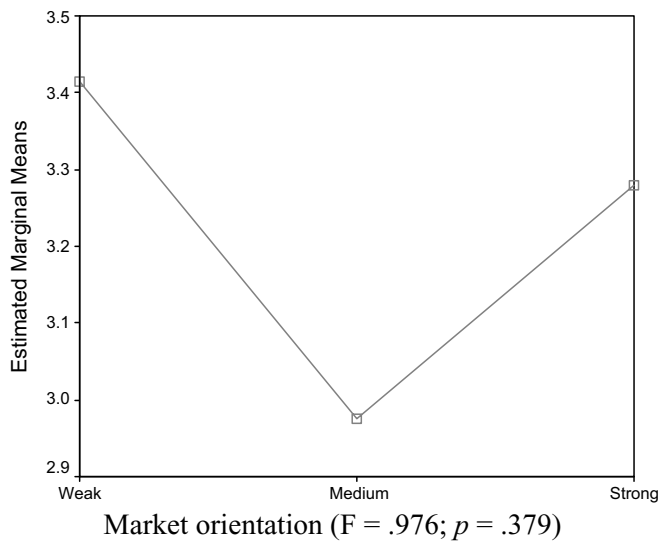
Figure 33 reports that the weak (3.41) group consumers are in more favour of charging library fees from external customers only. This is followed by the strong (4.04) and medium (3.57) group consumers who support this idea comparatively less.

13.9.3. I am willing to pay for library's information services/ products, if they are useful and fulfil my information needs.

Table 74 shows the number of respondents in different market oriented library groups who answered the question on their willingness to pay for library services.

Table 74: Willingness to pay
(Number of respondents)

Market orientation	Number of respondents
Weak	29
Medium	81
Strong	50

Figure 34: Willingness to pay
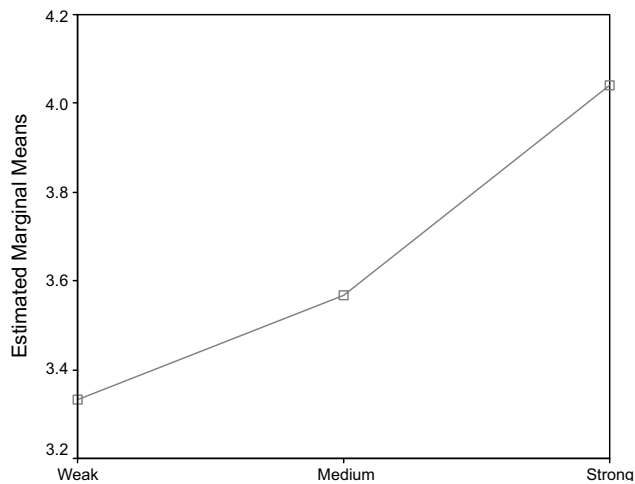
Market orientation (F = 2.667; p = .073)

It is apparent from figure 34 that the strong group consumers (mean = 4.04) are willing to pay for the libraries' services and products provided they cater their information needs and requirements. Comparatively, the medium (3.57) and weak (3.33) group consumers seem to be less in favour of paying for libraries' services and products. The figure also shows a tendency of significance (p=.073) across the different libraries.

8.6.10. Overall quality

Finally, the overall quality of libraries' services, facilities and collections were measured with the help of following statement:
- I am satisfied with the quality of library's:
  - Collections
  - Facilities
  - Services

Table 75 illustrates the number of customers in different market oriented groups who responded on the overall quality of their respective libraries.

Table 75: Overall quality
(Number of respondents)

Market orientation	Number of respondents
Weak	31
Medium	81
Strong	50

Figure 35: Overall quality of library

Market orientation (F = .285; *p* = .752)
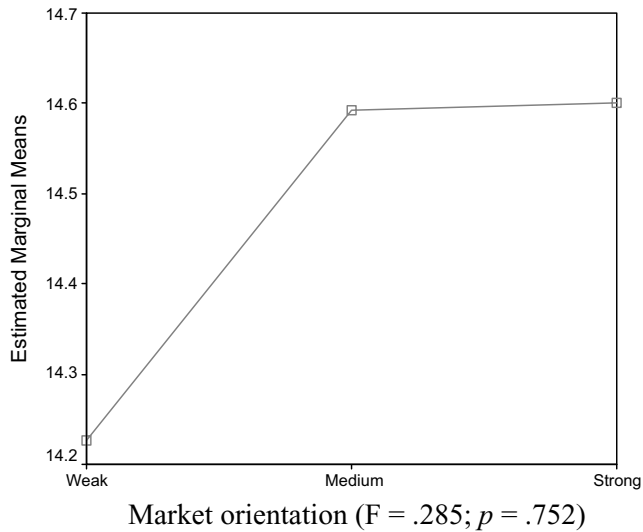
Figure 35 shows that the consumers of the strong (14.57) and the medium (14.56) group rated the overall quality of the libraries' collection, facilities and services almost equally and seem to be quite satisfied. The consumers of the weak (14.22) group seem to be less satisfied.

8.6.11. Summary

This chapter investigated the marketing effectiveness of library services. This has been understood through customers' feedback on the libraries' service performance in relation to their market orientation as marketing is basically considered an attitude towards customer satisfaction. Figure 36 shows that the highest mean (4.97) of libraries' overall service performance has been observed in the strong group followed by the medium (4.93) group of libraries. The weak group of libraries has obtained comparatively lower means (4.73) in contrast with the strong group. This finding indicates that there is a positive connection between the market orientation and service effectiveness of the libraries being shown by the customer feedback on their service performance.

Figure 36: Overall means of service performance of libraries in relation to market orientation

Market orientation (F= .741; *p* = .479)
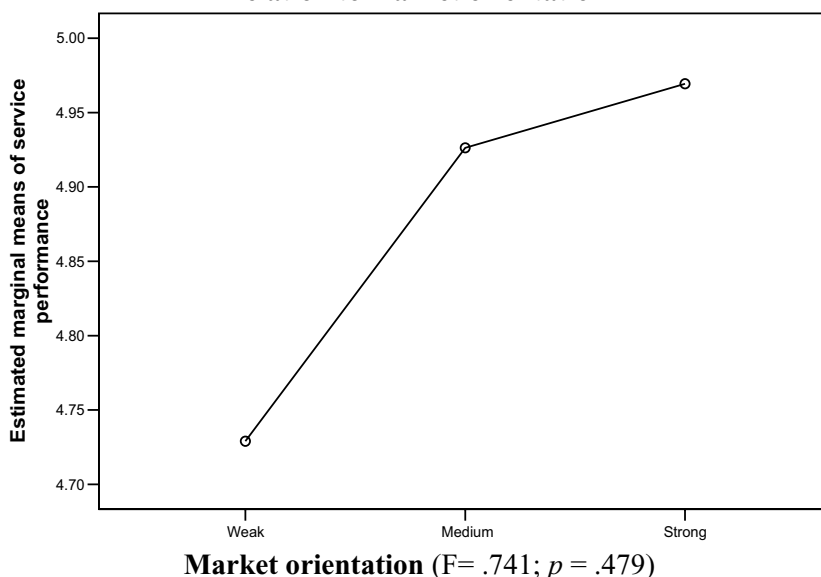
Though the finding is not significant statistically, nevertheless it does indicate a positive trend and linkage between the two constructs which is that a greater degree of market orientation corresponds to a greater level of achievement in the service effectiveness of the library services, the ultimate result being higher customer satisfaction.

The strong market oriented libraries

Strong market oriented libraries put more effort in ensuring the accessibility of their materials, collections, services and products by providing adequate guidance through appropriate sign, symbols and hand-outs. The customers are satisfied with the physical study environment factors, such as library interior, lighting, furniture, availability of study areas where talking is permitted, etc. They are also happy with the working conditions of various library equipments such as catalogue computers, Internet, CD-ROM databases, photocopiers, computer printers, etc. which they frequently use while exploiting the libraries' collection and resources. They find a libraries' collection useful and feel that it caters to their information needs but see shortcomings in the conditions of the collections. The customers are satisfied with the overall efficiency of various library services such as inter-library loan, borrowing of materials, photocopiers, computer printers, etc., opening hours and promotional activities. But, they seem to be dissatisfied with the staff attributes (welcoming behaviour and assistance to customers) i.e. the way services are delivered to them. Nevertheless, they appreciate the libraries' efforts in procuring library materials, organizing teaching programmes, user survey, and introducing new services and products and moreover

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express satisfaction with the overall quality of libraries' collections, facilities and services.

The medium market oriented libraries

The medium group of libraries put comparatively less efforts than the previous group towards the accessibility of library materials and services. This group seems to be the least bothered about the physical study environment factors such as library building, attractive interior, comfortable furniture, lighting, temperature, etc. Moreover, customers of this group also seem to be the most dissatisfied with the working conditions of the various library equipments such as computer catalogue, database computers, photocopy machines, computer printers and audio-visual materials, etc. They are also comparatively less satisfied with the usefulness and condition of the library collections. These libraries provide customer centeredness in their various services such as organization and borrowing of materials, opening hours of libraries, inter-library loan and promotional activities addressed to customers. Moreover, customers give the highest appreciation to the staff attributes of this group i.e. they seem to be satisfied in the way they are receiving services and assistance from the library staff. But, in spite of this, the customers appear to be most critical about a libraries' collection and procurement policy, the teaching programmes of libraries and user-surveys. Nevertheless, they are quite satisfied with the overall quality of libraries' collection, facilities and services.

The weak market oriented libraries

The weak market oriented libraries do not seem to exert the adequate effort towards the accessibility of services and products as the previous groups. However, the customer seems to be satisfied with the physical study environment of the library. Moreover, the customers are most satisfied with the condition of collections of such libraries which is at the best across the three groups. But, they are dissatisfied with the collections usefulness and the working conditions of libraries' various equipment, efficiency of library services such as circulation, inter-library loans and promotional activities, different staff attributes, customer appreciation, etc. Moreover, the customers of this group seem to be the least satisfied with the overall quality of libraries' collection, facilities and services targeted to them.

9. Discussion

This research project has investigated the marketing culture of Finnish research libraries by analysing market orientation, marketing attitudes, and knowledge at the level of library directors. Moreover, the study has been augmented by the customers' feedback on the service performance of libraries. Based on the findings, it can be assumed that a genuine marketing culture represents a synthesis of certain attitudes, marketing knowledge and of certain practices. Three different marketing cultures were identified: a strong, a medium and a weak. This chapter begins with a reflection on research methodology and discusses the findings of market orientation, attitudes, knowledge and behaviour to their cultural profiles. Further, it highlights the barriers and constraints of libraries in implementing the marketing concept. Moreover, it explains the benefits of being market oriented and concludes by answering the specific research questions posed at the beginning of this dissertation.

9.1. Research methodology

This research has adopted an integrated approach of qualitative and quantitative methods for exploring the pertinent issues underlying the marketing culture of different libraries. The research data were generated from autumn 2002 through spring 2003. The library directors and customers from each library participated as respondents in this study. The libraries were selected from the home page of Gateway to Finnish Research Libraries which consisted of 23 University and 10 special libraries. The libraries were chosen from the diverse subject fields representing different disciplines such as art, theology, humanities, social sciences, law, pure sciences, technology, and economics and business so that a broader picture of the marketing cultures of different libraries could be obtained. The sample also consists of customers of these libraries. The aim was to distribute the questionnaire to ten customers in each library so that libraries' service performance could be analyzed from the customers' viewpoint as well.

A semi-structured questionnaire consisting of both open and close ended questions was created for generating the data from library directors. Most of the quantitative questions were measured on the Likert's scale which comprised of attitudinal, market orientation and other issues concerning with operational policies and activities of libraries. The open-ended questions consisted of mainly the knowledge measuring questions. The questionnaire for library directors also requested information about certain personal and professional characteristics such as their experience, marketing education and exposure to marketing seminars and conferences of the respondents. The research data from library customers were collected randomly with the help of a questionnaire survey. The help of library management was sought in distributing the questionnaire which resulted in a higher feed-back. Minimum 3 and maximum 10 questionnaires were returned from each library. Most of the questions were measured on the Likert's scale which consists of major issues concerning the customer satisfaction on service performance of libraries.

A pilot study and a test interview were conducted in some faculty libraries of Åbo Akademi University and in a polytechnic library respectively. This helped in refinement of both the research instruments for library directors and customers as well. The library directors were interviewed in person at the library premises. All the interviews were tape-recorded. The interview lasted about 45-90 minutes depending upon the respondents. Moreover, the answers of the respondents were written simultaneously in the questionnaire too in addition to tape-recording. This helped in having sufficient clarity and understanding of the respondents' perspectives when the tape-recorded answers were transcribed later on.

This research has used a combination of qualitative as well as quantitative methods in order to understand the overall impression of the library's marketing culture which helped to analyse the required in-depth issues adequately. Since market orientation has been considered an important indicator of library's culture, hence based on the market orientation factor, libraries were classified into three groups: the strong market oriented, the medium market oriented and the weak market oriented. The knowledge measuring questions of respondents were mapped out qualitatively by quantifying their answers. More point were awarded were more marketing knowledge and vice versa. Further, marketing attitudes, knowledge, operational policies and activities, and service performance of libraries were compared against their levels of market orientation in order to explore the relationship between these variables and to understand as to what extent they were consistent with each other. The outcome of the research is mainly qualitative however quantitative measures have also been used to pinpoint causality and relationship, usually between independent and dependent variables.

9.2. The three levels of market orientation

9.2.1. The strong market oriented libraries

The strong market oriented libraries are more effective in creating a unifying service culture with market orientation at its core activities. They demonstrate a tendency to a carry customer philosophy approach in all the functional activities by putting customers at the centre. Team work, coordination, internal communication and sharing of information are at the best in this kind of market orientation. These libraries have a strategic orientation which is linked to the recognition of the need to translate their customer philosophy into effective implementation. This is reflected in their 'proactive' approach towards the customers. As these libraries regularly monitor more customer surveys by segmenting the market and seem to attach a high importance for providing marketing training and customer competency to library staff. They use the result of customer surveys for making changes in the services and products. However, these libraries feel some difficulty in assessing the cost-benefit ratio of services and products but they try to use the cost-benefit ratio in promoting or getting rid of their services. Simultaneously, they also keep on watching the market trends outside their libraries and sometimes conduct a study to understand the services and products of

competitor libraries. In brief, the market orientation of the strong market oriented libraries is significantly higher from the other two market orientation.

9.2.2. The medium market oriented libraries

The medium market oriented libraries appear to show a high responsibility towards the adoption of market orientation. Even though they carry out customer survey but the results seem to be used more in increasing the quality and effectiveness of collection and library's internal activities. However, in doing so, no particular emphasis is placed on associating these efforts to offer satisfaction to the specific needs of customers. As a result these libraries do not seem to appreciate customer philosophy, inter-functional coordination, providing marketing competence to staff, adaptability to market conditions, etc. Instead of concentrating on these aspects which increase strong marketing culture, institutional policies and activities of libraries get more attention. Unsurprisingly, being in the middle, this group of libraries seems to reflect a 'half way approach' in most of the aspects of market orientation.

9.2.3. The weak market oriented libraries

The weak market oriented libraries do not appreciate marketing as an important function of their activities. As a consequence, their approach towards the library customers lacks 'proactive' functional orientation of marketing. The analysis of market orientation dimensions shows that these libraries do not seem to see much benefit in engaging with activities such as customer analysis and adapting to market conditions. Marketing knowledge and experience are not a must for the librarians. Even though these libraries lack strategic, competition and, pricing orientation towards their customers, the marginal difference in the 'responsiveness' dimension demonstrates that they are not far behind than the more market oriented counterparts in serving their customers. From the marketing point of view, however, the significant differences in other dimensions of market orientation show that they are not overly active in these aspects.

9.3. Marketing attitudes in relation to three different market orientation

9.3.1. The strong marketing attitudes

The strong market oriented libraries demonstrated the most positive attitudes towards different aspects of marketing. They attach the highest importance to the need to apply marketing principles for carrying out the business activities of libraries. Significant difference has been found in this aspect across the three market orientation and these libraries have obtained the highest score. They believe that library is like a complete packaged product. They stress the physical environment and appropriate promotional guidance for library customers to help them in finding the learning resources in the library. These libraries aim to build a relationship with their customers by offering

tailored services and products which satisfy their information needs and problems. They do believe that the quality of services can be raised by putting more effort in acquiring knowledge about customers' information needs and demands. They advocate the use of appropriate market segmentation techniques and customer surveys as a mean of raising the quality of library services. Moreover, they believe that the motivated team work of the staff is crucial towards the attainment of this goal. These libraries advocate firmly the use of term 'client' or 'customer for the library users unlike the weak market oriented libraries. However, in some aspects, such as free-of-cost services, assessment of direct and indirect cost, consideration of users' shyness, timeliness of services and sustaining traditional services, these libraries reflect the most negative attitudes.

9.3.2. The medium marketing attitudes

A good number of medium market oriented libraries hold a perception that marketing is somehow close to "identifying and meeting customer needs". However, in most of the aspects of marketing they appear to show mixed opinions. The most typical attitudes of this group are the respondents' inclination towards the 'pricing' and 'promotional' aspects. These two aspects are one of the two "Ps" of the classical traditional marketing mix (4Ps). Even though libraries are strongly in favour of providing their services free-of-cost, they feel that in future the situation might arise when it might not be possible for libraries to do so. They also believe in creating awareness among the clientele for their products and services through different promotional activities. On the contrary, they seem to reflect negative opinions on matters such as need for marketing application in libraries, accessibility of services, and monitoring of mission statements. Nevertheless, the libraries support the use of term clients and customers instead of library user which demonstrate their inclination towards the marketing concept. Moreover, they also believe that marketing can be helpful to a higher extent in raising the quality and use of library services.

9.3.3. The weak marketing attitudes

The attitudes of the weak market oriented libraries demonstrate that these libraries do not have any specific attitudes towards different aspects of marketing. To them, marketing is not a concept of much importance in their library activities. The libraries do not seem to appreciate that the quality of library services can be raised by putting more efforts in acquiring good knowledge about customers' needs and demands. They also do not appear to grasp the concept of market segmentation and as such do not seem to believe much in providing different service offering to different customer groups. Instead, their interest is primarily more internal 'library focused'. This can be noticed in their most positive attitudes about sustaining traditional services, and monitoring of mission statement, etc. In most of other respects, including the need for marketing, physical environment, quality of services, promotional aspects, and implications of marketing, these libraries keep low profile. The 'introvert' approach of libraries is reflected in their reservation of the use of the term 'client' or 'customer' where most of the libraries responded negatively or neutrally. Yet, they do believe that

marketing helps in raising the quality of library services and can be helpful in increasing the use of library collections, facilities and services. These libraries reflect the most positive attitudes on the aspects such as timeliness and sustaining of traditional services. Moreover, these libraries reveal the most positive attitude towards providing accessibility of services. But, "identifying and meeting customer needs" as the primary indicator of the acceptance of marketing approach aiming at 'customer satisfaction' is a missing attitude, in this group of libraries.

9.4. Marketing knowledge in relation to three different market orientation

9.4.1. The strong marketing knowledge

The strong market oriented libraries show the most advanced development of the marketing concept in most of the aspects. To them, marketing is about "identification and satisfaction of customer information needs". They support the systematic market segmentation and customer surveys for providing superior customer value. However, in some aspects such as quality of library services and awareness of marketing tools, their knowledge is only marginally superior to the medium market oriented group. They believe in building relationships with their customers through multi-channel approaches and by offering tailored services and products to cater their information needs and problems. For this, they consider the quality of staff and internal communication as the most vital elements for ensuring success. In short, the marketing knowledge of the strong market oriented libraries seems to be in line with the contemporary notions of 'relationship marketing'.

9.4.2. The medium marketing knowledge

The analysis of marketing knowledge reveals the partially focused 'customer concern' of the medium market oriented libraries. They attach more importance on getting resources, making advertisement, publicity and promoting public relations. They appear to stress on these aspects throughout all the knowledge measuring questions. However, surprisingly, the highest percentage of libraries that are uncomfortable with marketing terminology and jargon comes from this group of libraries. In short, the marketing knowledge of this group is 'library centred' and more in line with "traditional marketing". This type of marketing approach concentrates more on library aspects than the customer thus resulting in 'transaction oriented' marketing.

9.4.3. The weak marketing knowledge

The weak market oriented libraries lack marketing knowledge in most of the aspects. They hold a vague notion about marketing. However, to some extent, the role of marketing is acknowledged in 'promoting' a library's product and services. They believe in building relationship with the customers as a natural process but they fail to show any conscious orientation towards the fulfilment of this task. Moreover, most of

the respondents feel a difficulty in explaining 'whats' and 'hows' of marketing application in libraries. However, some anomalies exist. A few members seem to have excellent marketing knowledge yet they do not put it in practice which is evident in their weak market-oriented behaviour.

9.5. Operational policies and activities in relation to three different market orientation

9.5.1. The strong market oriented libraries

The strong market oriented libraries do not seem to assume a comparatively higher responsibility towards the operational activities and policies in connection with marketing as shown in other aspects like market orientation, attitudes and knowledge. However, cooperation of joint decision making regarding the kinds of services and products to be targeted for customers is strongly reflected in this culture. Likewise, these libraries have adequate resources and facilities for carrying out their marketing operations. Yet, the weak institutional identity of library in the form of logo and letter-head, low presence of marketing plan, comparatively less attention in defining of mission statement and carrying out traditional promotional efforts result in pushing the strong market oriented libraries fliers behind the medium market oriented group in these aspects.

9.5.2. The medium market oriented libraries

Some operational policies and activities of libraries in connection with marketing are at the best in the medium market oriented libraries. This is reflected in their higher visibility in the form of logo, letter-heads, defining of mission statement, presence of a marketing plan and provision of budget. Their promotional and charging activities for services are superior across the three groups. As a result, the 'library centred' policies dominate and customer concerns seem to get less attention. The highest percentage of libraries claiming improved marketing operations comes from this group.

9.5.3. The weak market oriented libraries

The operational policies and activities of the weak market oriented libraries also go in hand in hand with their market orientation. This group of libraries do not show any conspicuous orientation towards the marketing application. To develop a marketing plan has been found to be the most neglected activity. Only a few libraries have their own letter head. None of these libraries were found to have logo of their own demonstrating their institutional identity. Most of the libraries do not have any provision of funds for marketing. The libraries demonstrate less cooperation in the decision making process of providing the kinds of products and services to the customers. These libraries have less facilities and resources to carry out their operations. Even promotional activities do not get needed attention from such libraries

resulting, the neglect of such activities. However, these libraries have appeared to be most active about publishing a newsletter about their professional activities.

9.6. The cultural profile of the three market oriented groups

The cultural profiles of the three market oriented groups have been analysed by synthesising the findings of their market orientation, marketing attitudes, knowledge and operational policies and activities. Based on their cultural profiles, the three market oriented groups have been given three different metaphors: the strong market oriented libraries-*the high fliers*; the medium market oriented libraries: *the brisk runners*; and the weak market oriented libraries-*the slow walkers*. An overview of the relationship of the three marketing cultures in relation to their function and philosophy is presented in figure 37.

9.6.1. <u>The High Fliers</u>-The strong market oriented libraries

In most of the dimensions- customer philosophy, inter-functional coordination, strategic orientation, pricing orientation and competition orientation- excluding responsiveness, the strong market oriented libraries perform at a high level. They approach marketing with the prime aim of "identifying and meeting customer information needs". To them, this is the most important activity for survival of libraries. The culture of these libraries could be called "The High Fliers" according to the Hooley and Lynch (1985) who termed the top performing companies of their study as "The High Fliers" and the remaining organizations as "The Also Rans". The marketing culture of the high fliers seems to be 'market oriented' which tries to put the customer at the heart of their activities. The analysis of market orientation, marketing attitudes, and knowledge of these libraries demonstrates that they keep on stressing the importance of customers as the top priority of the marketing concept. But, there are some shortcomings in the operational policies and activities of these libraries which pushes them behind the medium market oriented group. However, in sharp contrast with the weak market oriented libraries, the marketing approach of the high fliers is 'pro-active' towards their customers. They believe in fulfilling the call of the information age customer who is asking libraries, "This is what I (*customer*) want, won't you (*library*) please make it" (Kotler, 2003). Therefore, because of their belief in modern marketing values, the high fliers could also be regarded as 'modern marketing believers'. This can be attributed to their marketing education and more exposure to seminar and courses as shown in findings. However, some respondents have also been found to be strong market oriented without having any formal education in marketing. A majority of the library directors have been found to have professional experience of 16-25 years or more than 26 years. The attitudes of the high fliers shows similarity with a recent study of Shontz, Parker and Parker (2004) who showed that the most positive attitudes towards marketing was associated with higher professional experience of librarians. Moreover, their findings also show that the positive attitudes of marketing were positively related to the respondents' higher exposure to marketing seminar and conferences. The current research supports the findings of Shontz, Parker and Parker (2004) to a larger extent. However, it has also

been found that there can be some exceptions when a person can be strong market oriented without such exposures and likewise one can also be weak market oriented in spite of a lot of exposure to marketing seminars and conferences. Briefly, the marketing culture of the high fliers appears to be in line of the emerging notions of contemporary customer centred relationship marketing. This kind of marketing culture has been found mostly in medium libraries but it is also visible in small and large libraries as well.

Figure 37: Marketing approaches of different library cultures
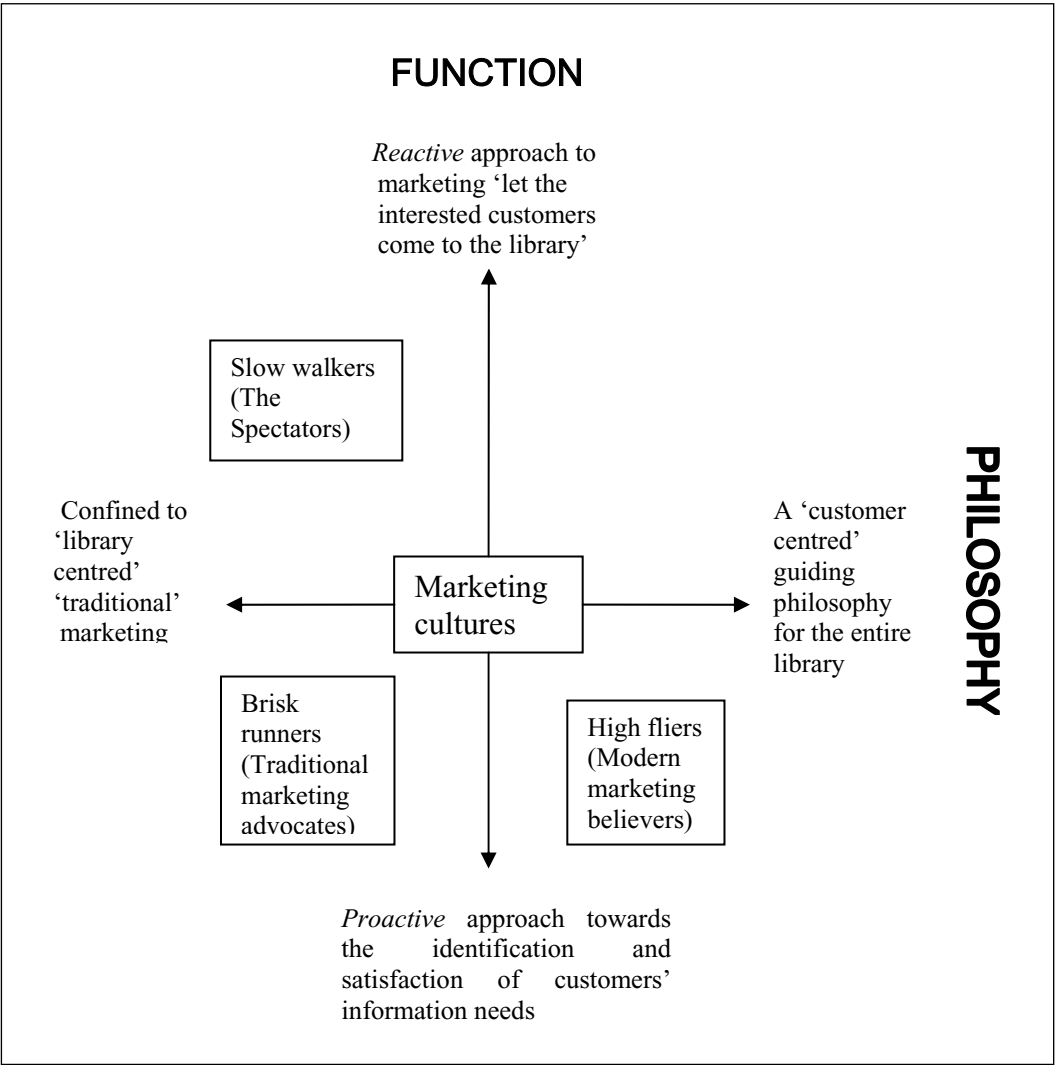
9.6.2. __The Brisk Runners__-The medium market oriented libraries

The marketing culture of the medium market oriented libraries is 'library centred'. This kind of marketing culture could also be called "The Brisk Runners" as these libraries are "briskly running" their 'promotional' and 'charging' activities which is at the highest across the three market orientation groups. They put the most concerted efforts towards these goals which satisfy 'traditional marketing approaches'. Due to this, the brisk runners could also be termed 'traditional marketing advocates'. The marketing approach of libraries is more in line of 'production orientation' (Kotler, 1988). It has been revealed throughout the analysis of market orientation, marketing attitudes, knowledge and operational policies that this group keeps on emphasizing the two Ps of classic marketing mix: *pricing* and *promotion*. These two aspects dominated this culture more than anything else. They seem to acknowledge the role of marketing in implementing these two Ps. But, in doing so, the proactive functional orientation of marketing "identifying and meeting customer information needs" is left behind in their inclination towards library governed policies and procedures. This does not mean that they are ignorant towards their customers. They believe in building relationship with their customers with the means of various promotional efforts. The libraries of this medium group are still in the traditional tool box of marketing. The respondents are having marketing education, and exposure to marketing seminar and conferences. Their professional experience is also in the range of 16-25 or 26=< years like the high fliers. This kind of marketing culture was found in all kinds of libraries, i.e., small, medium and large sized. In brief, the marketing approach of the "brisk runners" towards the customers is in line with the manufacturer of Industrial Revolution who said: "This is what I (*library*) make, won't you please buy (*use*) it" (Kotler, 2003)

9.6.3. __The Slow Walkers__-The weak market oriented libraries

The weak market oriented libraries have been called as "The Slow Walkers" because of their low profile in market orientation, marketing attitudes, knowledge, operational activities, and service performance. Instead, their library values seem to be focused on issues other than marketing. They have been found to be "slow" when it comes to marketing. In practice, they actually are involved in marketing activities but prefer to call it "disseminating or dividing information" thus reflecting a hesitation in accepting the idea of marketing in libraries. Because of this, the marketing culture of the slow walkers seems to be of "agnostics" which keeps a general picture of marketing as a notion that does not have much to do with libraries. The weak market orientation, attitudes, knowledge and behaviour of these libraries towards marketing go hand in hand. One possible reason behind this could be the lack of adequate marketing education and exposure to marketing seminars and workshops as the findings indicate.

The members of this marketing culture also possess less professional experience falling into the range of 1-15 years. Even though a few libraries in this group possess excellent marketing knowledge and deep understanding of the benefits of application of the marketing concept like the high fliers, their knowledge is not reflected in their library operations. Because of this typical characteristics and also the 'wait and see'

approach of members in this group, this type of marketing culture could also be termed as 'The Spectators' when it comes to implementing marketing philosophy. The libraries belonging to this group have a long way to go in adopting what is generally regarded as a market orientation because they lack a pro-active functional orientation of "identifying and meeting customer information needs" from the marketing viewpoint. However, they try to build relationships with their customers and maintain regular contacts not as a means of increasing their understanding of their customers' information needs but rather as a "usual service oriented Finnish way" of serving the customers. The slow walkers do not seem to appreciate marketing as a guiding service philosophy either. Their approach of serving to customers is 'reactive' and do not manifest the penetration of marketing concept anywhere. "Let the interested customers come to the library" seems to be the hallmark of such culture.

Based on the discussion of the cultural profiles of three groups it could be assumed that there are considerable variations in the marketing culture of different libraries and also significant variations in their service philosophies.

9.7. Barriers/ constraints in marketing

The major differences among the library cultures could be explained by several and different sorts of barriers against marketing implementation.

Kotler (1975) recognizes that "the transportation of a conceptual system from one domain (the profit sector) to another (the non-profit sector) poses a number of challenges that call for a new creative conceptualization".

The trends regarding the application of marketing concepts in the context of Finnish libraries and information providing institutions have given rise to many issues for discussion that have emerged from the barriers and constraints mentioned by the respondents. These are:

9.7.1. Attitudinal barriers in libraries

A number of misconceptions create a barrier to understanding how marketing can be made to work in the service profession like librarianship. Traditionally, librarians have not been adept at marketing. Marketing has been maligned and misunderstood for most of its existence. Some people see marketing as manipulative, wasteful, intrusive and unprofessional; or, they equate marketing primarily with advertising and selling (White, 1989). This research indicates a widespread misunderstanding amongst some professionals that marketing simply involves promoting products and services to markets (clientele); or selling and advertising to convince clientele that they need a particular service or a product. Marketing is usually considered to mean 'promotion' and very often interpreted as payment for service. This finding is similar to the previous findings of researchers (Purcell, 1990; Smith, 1983).

This research shows that although only few respondents admit that misconception about marketing creates a hindrance at the very initial stage. However, the qualitative analysis of the respondents' notion about marketing reveals that about half of the respondents keep medium to vague notion or not at all. This was very explicit in all groups where some respondents said that marketing is a commercial term not practiced in libraries. Other respondents stressed that library organizations do not have to earn money and that they do not think at all that they should market anything. Many library directors also stressed that marketing is a strange idea for libraries. They said that it could be more interesting to think about marketing but they don't know much about it.

These kinds of bias make it difficult for marketing to gain acceptance inside the library world. One of the major stumbling blocks to understand exactly how marketing can be beneficial to libraries is the confusion that reigns over what 'marketing' actually means. Kinnell and MacDougall (1992) say that the word 'marketing' means different things to different people, but to many librarians the term marketing has a meaning, which is colored by mainly pricing and promotional issues. Thus, due to the lack of proper knowledge about marketing concept, some libraries find it difficult to implement the models of strategic marketing due to their perception that marketing is a business tool and cannot be applied in library settings.

Attitudes go hand in hand with interest, commitment and responsiveness. Kotler (1982a) maintains that organizations fail to be responsive for three reasons: 1.) lack of resources or the power to hire, train, motivate and monitor the performance of employees; 2.) the customer satisfaction may not be important to the members of the organization and its management; and, 3.) the organization may be deliberately acting in such a way as to discourage use by the public. The conditions underlying Kotler's three reasons for unresponsiveness are found in varying degrees in all libraries. This barrier has been found in one library of the high fliers and two of the brisk runners, as told by respondents during interviews. But, it is not possible to change libraries from their current varying states of unwillingness and unresponsiveness to being market oriented, responsive organizations merely by educating management personnel in marketing fundamentals. Implementation of a marketing plan requires a total commitment from every member of the library staff (Orava, 2000).

9.7.2. Attitudinal barriers of consumers

Another constraint mainly felt by the members of high fliers (more than one third libraries) and brisk runners (one fourth) is the attitude and approach of the consumers towards the marketing concepts. In the libraries of the brisk runners, there is a reluctance to pay for the library and information services as in many consumers' mind the library service is free as it has been traditionally. However, some services like on-line searching of databases, electronic journals, abstracting, indexing, translation, inter-library loan especially from abroad, scanning microfiche, and microfilming, etc., absorb substantial amounts of funds in terms equipments and man power required to provide these services. Further, the recurring expenditure related to maintenance of

several such equipments and the subscription rate of databases are very expensive as told by respondents. They further warn that in future it might not be possible for libraries to offer their services free of cost like now as it is becoming increasingly difficult for libraries to provide these services free-of-cost partly because of the increasing cost of infrastructure facilities and services and partly because of the growing competition from the profit making sector. Hence, some libraries seem to face a dilemma of handling two situations which are clashing against each other: 1.) higher cost of services, and 2.) unwillingness on the part of consumers to pay for the services. The customers of the high fliers and brisk runners have shown willingness to pay for the library services and products if they cater their information needs. This finding has implication for libraries to concentrate on the quality of their services and products.

9.7.3. The knowledge and training barriers

Another element in this process to cause concern among library and information services professionals is perhaps the complexity of marketing techniques employed to measure services which are experienced and consumed unlike goods. The mystique surrounding internal processes of libraries and information providing organizations has been a major deterrent to marketing (Wasserman and Ford, 1984). The current research shows that about one quarter of respondents admit that lack of marketing knowledge is a major constraint in their willingness to practice marketing concepts. These respondents belong to the strong and medium group. This research has revealed that most of the respondents in the slow walkers group do not possess marketing education. Likewise, they have also had less exposure to marketing seminars and conferences. In marked contrast, most of the members of the high fliers group have had some kind of marketing education either formally or informally. Moreover, they have also been found to have more exposure to marketing seminars and conferences. Only one third of all the respondents (11 out of 33) were found to have formal marketing education of which five belong to the strong and other five to the medium group. Four persons were found to have marketing education through informal learning; three of them belong to the brisk runners and one to the high fliers group. This finding highlights the importance of such marketing education and continuing marketing seminars and conferences.

The lack of marketing knowledge can be noticed in the wrong perception of some respondents of the present research when they express that the use of marketing techniques will put an extra burden on existing library and information services. This was revealed by more than half of the respondents while one quarter maintained a neutral opinion about this issue. Likewise, about half of the respondents feel that planning and executing a marketing programme is not an indispensable activity of the libraries: unlike cataloguing and classification which are essential. . One fourth mutely remain neutral about it.

During the research, it has been revealed that marketing as a concept is not yet very popular and its training aspect is often overlooked. Discussion with several library

directors gave the impression that even though they realize the need, importance and high utility of marketing concept in this information age, they nevertheless lack the necessary exposure and formal training thus preventing them from employing its principles. The present research reveals that about one third of the respondents give the reason as a lack of formal training and awareness on the part of library and information providers for not adopting marketing principles. Therefore, library and information personnel underestimate the importance of marketing concepts due to paucity of expertise and exposure in the area of marketing. They need a better understanding of marketing concepts and approaches to be able to introduce them into their services. It is not surprising; this failing has been experienced frequently in the recent past as marketing literature shows (Kinnell and MacDougall, 1992; Wasserman and Ford, 1980). Shamel (2002) notes that although marketing is more widely discussed and accepted professionally than in the past, this acceptance hasn't resulted in more marketing classes in library schools curricula. Therefore, it assumes a need, namely to organize modern marketing continuing education seminars, courses, workshops and training programmes, so that librarians could be more responsive and tuned to their client needs.

9.7.4. Operational barriers

The operational barriers to the implementation of marketing in libraries have been found in the present research. They are:

9.7.4.1. Lack of resources

The other problem felt by the library directors in implementing a marketing programme in their libraries is lack of resources. The results of the present study indicate that only a meagre amount of the total budget is being spent on marketing activities. Only about one fourth of the libraries have provision of funds for marketing related activities. Half of the libraries have allotted only less than 1% of the total budget for such activities. In more than half of the libraries, only less than 10% of the staff time is being spent on marketing related activities. The lack of resources has severe implications in terms of manpower and other infrastructure such as computers, printers, networking printers, and other necessary facilities, etc., which are essential to conduct the marketing programmes effectively and efficiently. Hence, traditional and basic library functions such as acquisitions, classification, cataloguing, indexing, reference services, and compilation of bibliographies, etc., are given priority and marketing related activities are given less attention.

The research reveals that about one third of the respondents find lack of resources as a major constraint in implementing a marketing programme in their libraries. The highest proportion comes from the slow walkers group whereas it is comparatively problematic in the libraries of the brisk runners and high fliers.

Lack of resources is often used as a reason or excuse not to market (Saas, 2002; Shamel, 2002). However, marketing library services is not simply a matter of

spending money on promotion and advertising. Marketing is also a matter of improving the customer's experience of library services. The attitude of the library directors and the staff as they interact with customers is what shapes customers' experiences and 'markets' the library to those customers (Saas, 2002; Shamel, 2002). Hence, concerted efforts in this direction by library authorities can convince the top management of the parent organization about the necessity of allocating resources for marketing related activities. They need to market themselves to the administration that they are not a burden but an asset in order to get resources. Therefore, it is not only important to convince the top management about the usefulness of applying the marketing concepts in libraries, but also to educate all the library staff in order to get their support in implementing the marketing programme successfully.

9.7.4.2. Lack of time

A lot of work related meetings, problems and pressing duties tend to create a major deterrent for library and information providers to be outward-looking like marketing professionals. As a result, they do not get enough time to concentrate on marketing activities in their routine works of library as told by the library directors. The present research shows that about half of the respondents find lack of time as a pressing problem at their end. It is interesting to note that the highest proportion (62.5%) of the respondents seeing it is a barrier comes from the weak group of libraries followed by the medium (41.2%) and strong (37.5%) group.

9.7.4.3. Fee Vs free controversy

The traditional value system of libraries holds to the notion that the provision of 'free access to knowledge' is hardly compatible with the need to apply marketing strategies. The same attitude to the value of information deterred the user, too, from fully accepting the notion of buying it (Geethananda, 1993). The present research shows that about half of the respondents (14 out of 32) maintain either a neutral (13) or negative (1) opinion on the question of offering free- of-cost services. The highest proportion of the neutral responses comes from the high fliers. This highlights the dilemma of such respondents over this issue. Also, the findings of the current research indicate that there is no uniformity in the charging pattern of different libraries and the reasons behind this may be different from libraries to libraries. The brisk runners have appeared to be the top performers in their charging activities in contrast to the high fliers and slow walkers. This also highlights the confusion prevailing among librarians about whether to charge or not to charge and up-to what extent for the services/ products provided by the libraries. However, more than half of the libraries (18) are not in favour of charging as long as they can afford to offer their services. Nevertheless, they are in favour of charging the fees for library services from the private industry customers. They also include funded project researchers. Price is, of course, a problem for many information workers, since the profession has an established tradition that information is free (Wood, 1984). It has also been found there is also not consensus on the criteria of fixing charges for the services/ products rendered by the libraries. It seems that the 'fee vs free' controversy will continue in

the profession and the debate among the library and information services professionals on this issue has not been yet resolved. Another vexing problem is how to cost information. This research shows that that many of the respondents in all the market oriented groups experience difficulty in estimating the cost benefit ratio of the services and products especially the indirect cost which consumes a lot of man power and efforts. This situation emphasizes the need to develop more appreciation of the marketing concept and principles so that they are able to estimate the costs especially the indirect one.

9.8. Benefits of being market oriented

This research has shown that there are major differences in the market orientation of the research libraries. The three kinds of marketing cultures have been labelled as: the high fliers, the brisk runners, and the slow walkers. However, the most important question put forward in this research is how beneficial a highly developed marketing culture is to a library. The answer to this question was sought by analysing the opinions of the consumers on different services offered to them by their libraries. The overall picture of the customer satisfaction with the service performance of libraries in three different marketing cultures is displayed in table 76.

The market oriented efforts of the high fliers can be seen in the higher satisfaction of their customers. They stand out from the rest in providing customer satisfaction through superior service performance in most of aspects. They put more effort in ensuring the accessibility of library materials by providing adequate promotional guidance to customers. The customers are satisfied with the physical environment and working conditions of different library equipment. The customers acknowledge the usefulness of the library collection in providing solutions to their information problems. The customers also show their satisfaction with various library services such as circulation, inter-library loan, opening hours, promotional activities, computer printers, etc. However, they are quite critical about the staff assistance in helping them to use the learning resources of the libraries as well as the condition of collections even though they show satisfaction with the overall service performance of libraries.

The service performance of the brisk runners is of medium type. Typical of their service performance is the highest customer satisfaction with the staff attributes across the three groups of libraries. The customers are satisfied with the borrowing, inter-library loan, organization of library materials, opening hours and promotional activities of the libraries. However, they are dissatisfied with the working conditions of library equipments and physical study environment. The customers are also critical of the library's collection procurement policy and teaching programmes for users. Nevertheless, they are quite satisfied with the overall service performance of libraries.

Table 76: Customer satisfaction with the service performance of libraries in three marketing cultures

Service performance indicators of the libraries	The Slow Walkers (The weak market oriented libraries)	The Brisk Runners (The medium market oriented libraries)	The High Fliers (The strong market oriented libraries)
Accessibility of services and products	Lowest	Medium	Highest
Study environment	Medium	Lowest	Highest
Satisfaction with library equipments	Medium	Lowest	Highest
Collections usefulness	Lowest	Medium	Highest
Condition of collections	Highest	Medium	Lowest
Customer centeredness of services	Lowest	Equal to High Fliers	Highest
Staff attributes	Medium	Highest	Lowest
Customer appreciation	Medium	Lowest	Highest
Customers' opinion on pricing issue			
-Justification of library to charge fees	Medium	Lowest	Highest
-Charging external users	Highest	Lowest	Medium
-Willingness to pay	Lowest	Medium	Highest
Overall quality	Lowest	Almost equal to High Fliers	Highest

Table 76 reveals that the service performance of the slow walkers has not been found to be superior. Instead, it goes in hand in hand with their weak market oriented behaviour. The customer evaluation of libraries has revealed that they do not put enough efforts into raising the accessibility of services and products. Even though, in the attitudinal measurement, such libraries were found to assign low priority to the physical environment but their customers seem to be satisfied with their current physical environment. These libraries' customers are dissatisfied with most of the library activities and services directed towards them. This includes circulation, inter-library loan, staff attributes, promotional activities, usefulness of collection, and working conditions of equipments, etc. Only the conditions of collections were rated superior by the customers. This demonstrates once again that the primary interest of these libraries is inward and collection bound. In doing so, the concerns of customers are overlooked for whom the library is meant.

It has been found in the current research that the higher market orientation is connected to a higher extent with the service performance of libraries. This finding is particularly important in the sense that it manifests that marketing culture consists of a certain set of beliefs and knowledge (which form a specific attitude towards marketing) and implementation of a certain set of activities that actually materialize the attitude of marketing into practice (market orientation) leading to superior service performance of libraries. The current research is in the line of recent emerging perspective (Krepapa, et *al*., 2003, Steinman et *al.*, 2000; Webb et *al.*, 2000) which suggests that beneficial strategic insights may be gained when service firms take into account their customers' view on the organization's level of market orientation. A review of the market orientation literature reveals that researchers initially considered and measured market orientation as a management perceived phenomenon (Narver and Slater, 1990; Kohli and Jaworski, 1990). Likewise, Lozano's customer orientation model (2000) also takes into account only the library managers' point of view. In this sense, adopting solely a management-defined view of market orientation is one-sided in that it ignores the vital role that customers play in terms of value recognition (Webb, et *al.*, 2000).Recent thinking, however suggests that because market orientation contains a strong customer focus, an organization can be accurately described as market-oriented only when its customers perceive as such (Krepapa, et al., 2003). Hernon (2002) also argues that "if customers say there is quality service, then there is. If they do not, then there is not. It does not matter what an organization believes about its level of service". Therefore, the findings of the current research assume importance in the sense that they reveal that the higher level of market orientation of libraries result, may not be in perfect but undoubtedly superior service performance, as the customers' feedback confirm.

9.8.1. Service encounter

Service encounters occur where it is necessary for consumer and producer to meet in order for the former to receive the benefits which the latter has the resources to provide (Palmer, 2005). The concept has been defined broadly by Shostach (1985) as 'a period of time during which a customer directly interacts with a service'. This definition includes all aspects of the service organization with which a consumer may interact including its personnel, physical assets and other tangible evidence. One of the interesting results of this study is the anomaly between high service quality and customer satisfaction/ dissatisfaction with the staff attributes in respect of the level of their market orientation. Bitner, Booms and Tetreault (1990) call such interactions between customers and service organization employees as 'critical incidents' that make customers either especially satisfied or dissatisfied. The customers were not found to be satisfied with the quality of staff attributes in the high fliers even though they rate the library superior in most of other library's aspects. This highlights that customers seem to be more demanding even critical in spite of getting good services which might be the case especially in the high fliers. However, on the contrary, the dissatisfaction of the customers with the staff attributes might be the same or completely different for different reasons in the slow walkers. Another explanation

may be that market orientation of the library leadership is not implemented at the desk by those employees who interact with the customers face-to-face. Therefore, it must be kept in mind that criticism may vary depending upon the customer expectations of information, and the way it is delivered i.e. the so called "moments of truth" (Carlzon, 1987). These may be different from library to library depending upon the interaction quality between staff expertise in delivering the information and their respective customer base. This finding points out a gap between the service providers' and customers' perceptions of staff attributes. Moreover, it highlights a proximate question of strategic concern: "what is the significance of such a gap for the relationship?" This finding does suggest the importance of communication in the formation of relationship building between the service provider and receiver. Moreover, it highlights that the human side of customer service is an important determinant in providing customer satisfaction (Martensen and Gronholdt, 2003) or dissatisfaction. Therefore, it can be assumed that the role of the library and information professional is getting increasingly indispensable and crucial as making information accessible to customers' expectations is an extraordinarily complex task. Further, it is getting more and more complicated with the robust growth of information and as well as the increasing sophistication of today's well informed high tech consumers. The implication of this finding does suggest that the gap between the service provider and receiver can be closed by increasing the marketing competence of service provider so that their behaviours are consistent with customers' expectations and help in managing relationship with customers.

9.9. Aim and research questions

The aim of this thesis was to investigate the marketing culture of different Finnish libraries and to understand the awareness of knowledge base of library management about modern marketing theories and practices. The targeted population was thirty three University and special library directors in the south of Finland and also consumers of such libraries. The aim of the research was met by analyzing the results of marketing attitudes, knowledge and behaviour which resulted in three different types of marketing cultures: the high fliers, the brisk runners and the slow walkers. The analysis of the whole thesis reveals that the concept of marketing has very varied status in the Finnish research libraries. A small proportion of the libraries (the high fliers) find marketing challenging and demanding. These libraries use modern marketing theories and applications to gain a competitive advantage for providing a successful customer centred service. In other libraries, the marketing concept does not dominate the libraries' organisational thinking. Moreover, the concept of marketing has a poor image in the mind of these libraries. However, the results of this thesis show that a strong market oriented approach brings in more satisfaction to the customers. Marketing theories can thus be used to bring better strategic and operational marketing knowledge and know-how by the library managers in an understandable and useful way. The ideas of relational marketing better fit in libraries' functions and help in providing appropriate solutions to customers' information needs by delivering value to them which in turn really satisfy their viewpoints. However, it should perhaps be mentioned that this does not mean that the traditional user based

service philosophy of Finnish libraries should be abandoned but to further develop more useful and effective means of assistance for them, that is, to build a marketing based system which will help the libraries to become more efficient and effective from the customers' point of view.

The specific research questions have been answered in the following way:

- **What attitudes do librarians have about the marketing of information products/ services in different kinds of libraries?**

The analysis of this project reveals quite distinctive differences in the marketing attitudes of different kinds of libraries. High fliers show the highest positive attitudes in most aspects such as need for marketing, promotion, physical environment, quality of services, use of marketing terminology, and marketing application in library and information sectors. However, they do not hold positive attitudes about some issues such as free-of-cost services, assessment of direct and indirect cost, consideration of users' shyness, sustaining traditional services and timeliness of services, etc. Brisk runners showed medium attitudes about different aspects of marketing. Customer concern is visible in most of their answers. However, 'library centred' collection bound policies receive more attention in such libraries. They also demonstrate reservation in the use of marketing terminology for library customers. In brief, the brisk runners do not appreciate in full the identification and satisfaction of customer information needs as the primary task of marketing. Slow walkers highlighted the lowest attitudes towards most of the aspects of marketing. Their answers towards the need for marketing, quality for services, promotion, customer centred policies, market segmentation, implications of marketing, etc., demonstrated their lack of interest in marketing. However, they reflect the most positive attitudes about the users' shyness, keeping traditional services, and timeliness of services. In short, the approach of the slow walkers is 'introvert and reactive' towards their customers from the marketing point of view. All these kinds of attitudes have been found in both the University and special libraries which are distributed across the three marketing cultures.

- **How much knowledge do librarians possess about contemporary marketing theories and practices?**

This research project demonstrate that the marketing knowledge of the three library cultures differ to a great extent from each other. High fliers reflect the highest knowledge about different aspects of marketing. The provision of superior customer service is fundamental to their marketing thinking. This can be attributed to their more marketing education in the form of courses, seminars and conferences. However, in some aspects, such as quality of services and knowledge of marketing tools, their marketing knowledge is only marginally superior to the brisk runners. Nevertheless, the high fliers appear to reflect their approaches, similar to those associated with the emerging notions of "relationship marketing". Brisk runners demonstrate medium marketing knowledge in most of the aspects. Their main emphasis about marketing is on getting resources, advertising and publicity, and public relations although they

seem to be aware of the intricacies of marketing. The use of marketing terminology is not well appreciated. These libraries have medium marketing education and exposure to marketing seminars and conferences. The marketing knowledge of the brisk runners is closer to "transactional approach" of marketing, as it seems to be more "library oriented" than "customer defined". Slow walkers reflect the lowest knowledge about different aspects of marketing. To some extent, marketing is seen as having a promotional role but most of them feel difficulty in explaining the basics of marketing. This might be due to less marketing education, training and exposure to marketing seminars and conferences.

- **What are the commitments of the staff and management in libraries towards customers' needs and demands?**

High fliers are more effective in creating a unifying service culture with a marketing philosophy and market orientation at its core. This is also reflected in the superior service performance of the libraries according to customers' evaluation of their services. These libraries show superior service commitments of the library staff and management in most of the aspects such as accessibility, study environment, usefulness of collection, customer centeredness and overall quality of library services, etc. However, there are some shortcomings in the commitments of staff attributes and condition of collections as the customers' evaluation show. By contrast, the brisk runners demonstrate advancement in operational policies and activities such as marketing planning, charging and promotional efforts. But, in doing so, the dimensions of market orientation which influences entire library systems for the better implementation of marketing-based policies, take on less priority. This is evident in the medium service performance of such libraries as the customers' feedback reveals. These libraries are the best in terms of staff attributes as rated by their customers. However, in most other aspects such as usefulness and condition of collection and customer appreciation, etc., they show medium commitment towards customers' information needs and demands. The slow walkers do not consider market orientation as a concept of importance for their library activities. This is evident in their collection bound performance of their services which can be noticed in the highest score for condition of collection of such libraries. As a result, they show a comparatively a lower level of service performance in most other aspects of the library because of their introvert approach towards the customers.

- **To what extent is the construction of a service philosophy practised in Finnish libraries?**

This research question has been answered on the basis of the entire empirical findings. Based on the analysis, the following types of service philosophies have emerged, which are practised in different libraries:

High fliers reflect the most advanced development of the marketing concept with a priority in satisfying customers' needs. To do so, they also believe that market orientation encompasses certain activities such as collecting market information and

being aware about competitors' activities so that the library can adapt to the market and offer customer satisfaction. Within this framework, they believe that building relations with the customers helps in better understanding their needs while regular monitoring through customer surveys ensures the improved quality of library services and products. Half of the libraries see marketing both as a function-with prime responsibility for "identifying and meeting customer needs"-and as a guiding service philosophy for the entire library. The rest, that is, 50% libraries, do share with the other members a strong central belief that marketing is about identifying and meeting customer needs. However, they do not seem to appreciate marketing as a guiding service philosophy for the whole library. It does seem that the marketing philosophy has been "transmitted throughout the entire library activities" which is evident in their superior service performance.

Brisk runners hold to a perception of marketing that is similar the one held by the high fliers. Although such libraries approach marketing with an emphasis on collecting market information for the purpose of managing and increasing the quality and effectiveness of libraries' products and services. However, in doing so, marketing was not seen as a guiding service philosophy for most of the libraries and have had little role to play in "identifying and helping to meet customer needs" from the customers' viewpoint. Nevertheless, through various promotional means, they are building and nurturing relationships with their customers and committing themselves to concerted efforts towards this end. The role of marketing in operational policies and activities of libraries is best acknowledged in this culture. Even though, the highest percentage of the libraries claiming improved marketing operations comes from this group, they nevertheless do not seem to reflect a 'modern' approach towards the full adoption of contemporary marketing philosophy. Instead, their marketing approach is 'traditional and library centred' (in more than half of the libraries). An organization wide marketing philosophy has yet to become a part of the working culture of such libraries which can be noticed in their medium service performance. Nevertheless, modern marketing culture seems to be an "evolving" phenomenon in one fourth of the libraries of this culture.

Slow walkers do not consider marketing as an important activity. Typical of their attitudes towards marketing is the neglect of market analysis on regular basis thus reflecting the under-estimation of marketing as part of library culture. Moreover, this group also does not seem to appreciate marketing as a guiding service philosophy for their libraries. In marketing terms, these libraries are not market oriented. Instead, their values and beliefs are more in accordance with the libraries 'inward' thinking. Due to this ideology, they see their customers from the library point of view and serve them in a 'usual service oriented Finnish way'.

- **What are the implications of marketing for the libraries?**

The present research resulted in numerous implications about what (Finnish) library leadership can do in order to improve the marketing culture within their libraries. The most apparent implication of this study was that there were in fact numerous factors

such as lack of marketing competence and many other conceptual barriers that can be augmented by library authorities in their pursuit of providing customer satisfaction. The libraries should measure their current levels of market orientation and the characteristics of libraries' leadership, staff attitudes, library structure, procedure, policies and internal functional systems. There is a need to do regular assessment of library' services and products by analysing the information requirements of their customers. Another implication of the study is the need for libraries to acquire marketing competences to support their customer-focused operations. The level of customer satisfaction is first and foremost dependent on customers' expectations and whether the library is able to meet these expectations. A library's service performance in satisfying its customers is a necessity. However, from the perspective of customer satisfaction improvement the development priority should be given to those areas which are important to the customers but on which the library is not currently performing so well. For example, the quality of service encounter as shown of a comparatively lower level in the profile of the high fliers should be taken into account.

10. Conclusions and recommendations

Why are some libraries more market oriented than others? The present research answers to this question by examining the pertinent issues underlying the marketing culture of Finnish research libraries and the library management's awareness of modern marketing theories and practices. The implication for libraries is that it pays to be market oriented, the ultimate result being higher customer satisfaction. This study has contributed to the existing literature in a number of ways. First, from an empirical viewpoint, it has investigated the attributes of marketing culture through a study of research libraries in Finnish environment. Second, from a theoretical standpoint, the association between libraries' perceptions of the importance placed upon market orientation and service performance has been investigated. In addition, the dissertation also shows the extent to which marketing attitudes, behaviour, knowledge are related. A strong positive association was found to exist between market orientation and marketing attitudes and knowledge. Considering the scant empirical evidence in the library literature, this issue is of major significance. Moreover, the results of this study indicate serious implications not only in Finnish context but also for the libraries in general in other cultural contexts as well. Based on the findings of the present study, it could be assumed that a genuine marketing culture of a library represents a synthesis of certain attitudes, marketing knowledge and of certain practices which leads to superior performance of libraries. Several insights can be drawn into the nature of marketing culture, market orientation and service performance of libraries based on the results shown in the preceding chapters. Thus, on the basis of overall findings, a model (figure 38) showing the relationship between the critical components of the marketing culture of a library and its service outcomes has been appeared which comprises four sets of factors: 1) antecedents that foster or discourage a market orientation; 2.) the market orientation construct; 3.) facilitators variables that either strengthen or weaken the relationship between market orientation and service performance; and 4.) consequences of a market orientation.

10.1. Antecedents

Antecedents to a marketing culture are the organisational factors that enhance or impede the implementation of the business philosophy represented by the marketing concept (Kohli and Jaworski, 1990). The findings of the present study suggest that the role of library leadership or top management is one of the most important factors in fostering a marketing culture. The critical role of top managers in fostering a market orientation is also reflected in the literature. For example, Webster (1988) asserts that a market orientation originates with top management and that "customer-oriented values and beliefs are uniquely the responsibility of the top management" (p.37). The findings of the present study also suggest that the higher market orientation of a library results due to the marketing knowledge, skills, training and education of the library leadership. A strong positive relationship has been appeared between the market orientation and marketing knowledge. This has been clearly the case with the

high fliers who have had more marketing knowledge and skills barring exceptions. Therefore, marketing knowledge and skills could be considered as one of the crucial factors behind the market oriented behaviour of libraries.

The findings also indicate that a positive marketing attitude of the library leadership is a prerequisite for the market oriented behaviour of library. This is supported by the strong positive association between the market orientation and marketing attitudes of library leadership. One important factor which needs attention is to remove confusion about marketing at the conceptual level. This research has shown that the concept of marketing has a bad image in the minds of some respondents which has resulted in their aggressive expression such as "hate", etc. In principle, such respondents do not necessarily like to be associated themselves with something that is 'labelled' marketing particularly in the libraries which belongs to the service profession.

Figure 38: Model showing linkages between critical components of the marketing culture of a library and its service outcomes
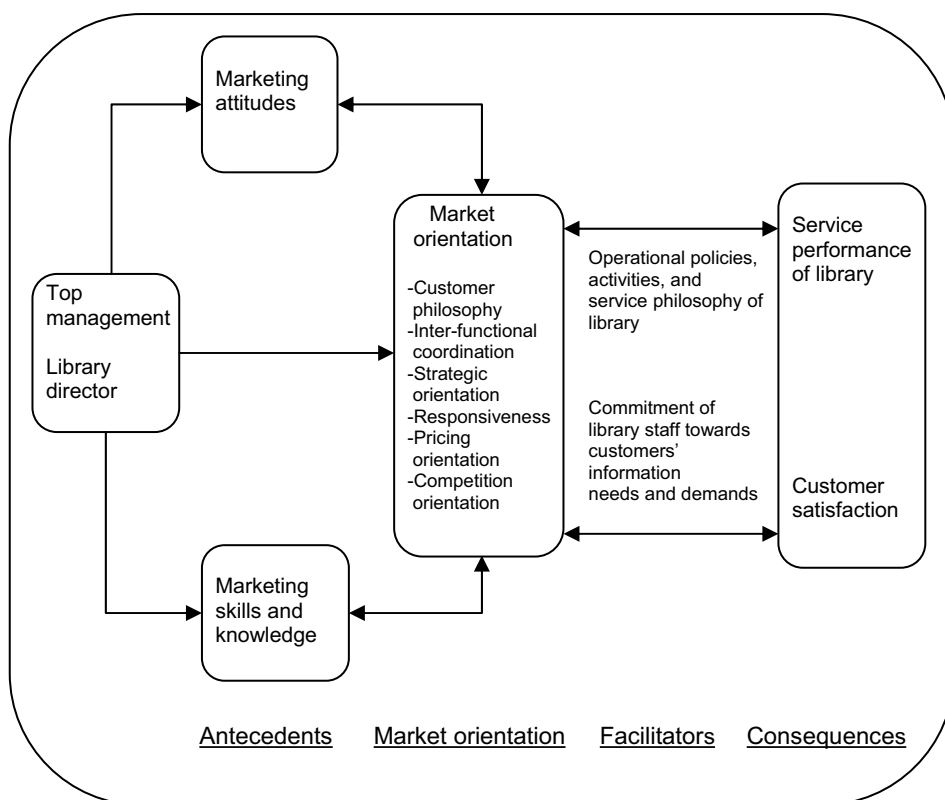
Earlier studies of Savard (1996), and Shontz, Parker and Parker (2004) have also reported similar findings about the notion of marketing in the librarianship and this may be the case in the libraries of other cultural contexts as well. Continuing

marketing seminars, education and training courses can be an appropriate answer for removing the barriers at the conceptual and operational levels in libraries so that marketing becomes a higher priority. Grönroos (1999) emphasizes that in order to create an understanding of relationship marketing in an organization and to implement a culture of relationship marketing, it may be necessary to replace the term marketing with a psychologically more rapidly accepted term to describe the task of managing the organisation's customer relationship. The librarianship could also try in similar direction to find a suitable term for 'marketing' which does not attack its ethics and traditions but fits in better if the myths and confusions of marketing at conceptual level cannot be removed. In addition, this notion offers interesting and challenging research opportunities. Moreover, the study also shows that higher professional experience of library leadership also helps the library to move in the direction of attaining higher market orientation. Therefore, these antecedents which emanate from the findings of this research are important indicators for further augmentation of the library leadership.

10.2. Market orientation

Lozano's (2000) model of customer orientation has been adapted and modified for understanding the market orientation of libraries. The findings of the present research delineate the theory of market orientation in the context of library and information services organisations. Moreover, it also discovers the significant underlying dimensions of the market orientation construct and evaluates the extent to which libraries are market oriented. Three kinds of market orientations were found: the strong, the medium and the weak. The six underlying dimensions behind the different market oriented behaviour of libraries were found to be critical. These dimensions are namely customer philosophy, inter-functional coordination, strategic orientation, responsiveness, pricing orientation and competition orientation. Barring responsiveness, these dimensions have been found to be significant across the three marketing cultures of Finnish libraries. The overall findings suggest that these dimensions are important determinants of the market orientation of the other libraries as well which can be considered for further augmentation by the library administration. Moreover, it represents the whole business environment of the library. Therefore, it can be assumed that market orientation is a set of activities coordinated in such a fashion that generates a fruitful business environment for providing customer satisfaction through superior performance of libraries' services and products. Another important implication that emerged from the findings of this research is the need to develop a more comprehensive scale of market orientation for libraries.

10.3. Facilitators

It is obvious that the marketing of library services requires a total organizational effort that must originate at top management and spread throughout the organisational hierarchy. While the role of library leadership in engendering a market orientation is important, it appears that operational policies, activities, service philosophy and most importantly the commitment of the entire library staff are critical facilitators towards

the implementation of the marketing philosophy in practice which in turn ensures the service performance of the libraries. The findings of the study demonstrate that operational policies and activities of libraries have not been found to be consistent with their market orientation as assumed. The brisk runners (medium market oriented libraries) have been found to be superior in this respect. This finding needs further validation to confirm the association of market orientation and operational activities of libraries. Moreover, it also indicates other group of libraries to pay attention in this direction. In particular, the findings indicate that these operational variables may facilitate or hinder the market oriented behaviour of libraries.

10.4. Consequences

This research has compared the customer satisfaction of libraries against libraries' level of market orientation. In this respect, it has analysed the actual service performance of entire library from the customers' viewpoint and thus responds to the call of recent emerging perspective which suggests that beneficial insights may be gained when organizations take into account their customers' view on the organization's level of market orientation (Deshpande, et *al.* 1993; Krepapa, et *al.*, 2003, Steinman et *al.*, 2000; Webb et *al.*, 2000). The findings of the present research suggest that market orientation of a library is an important determinant of its service performance. The implication for library managers is that it pays to be market oriented which results in higher customer satisfaction as was the case with the high fliers. Regular assessment of customers' information needs and demands is a vital instrument for augmentation of library services and product. As such, it suggests that it is important for libraries to act in a market oriented fashion by understanding what customers need and deliver the value to their information needs and expectations. The findings about the 'service encounter' as discussed in previous chapter indicate serious implications for communication aspect between service provider and receiver which is at the heart of relational marketing. Thus, it would be beneficial for library managers to implicate the findings of the study for improving the market orientation of their businesses in their efforts to provide higher customer satisfaction. This study is an important step in validating the market orientation/ service performance relationship in the context of library and information providing institutions which has been found positive though not significant statistically. As such, the findings suggest that a market orientation appears to provide a unifying focus for the efforts of employees within the library, thereby leading to superior performance. Therefore, it is reasonable to conclude that the evaluation of a library's market orientation level from both the customer and the library viewpoint is not only intuitively logical, but also necessary in order to ensure that a library's perceptions of reality are not out of synchronization with those of its customers as also suggested by other researchers (Deshpande et *al.*,1993; Krepapa, et *al*., 2003) in respect of business organizations.

In brief, the overall findings of this research suggest that market orientation is a valuable tool for identifying differences between library and information service providers and customers' perceptions. Moreover, addressing the market orientation gap between library's and its customer's level is more logical for formulating

strategies to enhance customer satisfaction. Of real interest to library management is how to change perceptions of "us versus them" (a wide market orientation gap) to "we" (consensus of market orientation perceptions), in other words how to move away from transactional standpoints towards collaborative perspectives. Closing the gap can be achieved by adjusting the market oriented behaviours of service provider to be consistent with customer expectations and by managing customer expectations (Krepapa, et *al*., 2003). Since, this is one of the first studies examining the relationship among marketing culture, market orientation, marketing attitudes and knowledge and service performance in the context of library settings, the present findings are indicative rather than conclusive. The implications of the study are clear. The research must be replicated in diverse environments and over time to increase the confidence in the nature of marketing culture of libraries.

10.5. Contribution of the dissertation

The present thesis contributes by identifying the underlying dimensions of market orientation, which affects the market oriented behaviour of libraries. The novelty of the present thesis lies in the increased understanding of market orientation research to a marketing cultural context together with a number of interesting extensions. These extensions include: comparison of the effects of market orientation with the libraries' marketing attitudes, knowledge, operational activities and service performance. From the theoretical viewpoint, this study has also contributed to the marketing culture literature by demonstrating empirically that it's useful to analyse the marketing culture from the management as well as customers' viewpoint. Most of the earlier studies of marketing culture and market orientation tend to analyze the relationship with business performance from the management viewpoint only and thus reflect only one side of the coin. Thus, this study addresses this gap between management and customers' perception of market orientation. Moreover, it also shows a positive relationship between market orientation and marketing knowledge. Although it has been mentioned by scholars that market orientation leads to superior marketing knowledge but the issue of marketing knowledge and competences at the managerial level has not got considerable attention (Meldrum, 1996). One possible reason could be that this need was not felt as in business organisations employees are supposedly business school graduates. However, as with most research efforts, this study is not without limitations. The study is based on the assumption that if top management of the library is market oriented and positive about marketing attitudes, behaviour and knowledge, then the entire culture of the library should also be accordingly. It would be interesting to include the views of some library employees too for a more comprehensive appreciation of the entire culture. The modest sample size (33 libraries) places limitations on the confidence in the findings. Similar kind of study with a bigger sample would help validate the findings particularly the relationship between market orientation and attitudes and knowledge which have appeared to be quite strong. The tendency could grow more and more towards the significance in a larger sample. Nevertheless, the findings of the market orientation, marketing attitudes, knowledge, and service performance of libraries do shed some light on understanding the overall market-oriented behaviour of libraries.

10.6. Suggestions for further research

This study has extended the research on the customer orientation model of Lozano (2000). However, there is a need to develop a more comprehensive model of market orientation for libraries. Generally, the findings lend support to the link of market orientation and service performance of libraries but it has not been found to be significant. Much more work is required if we are to appreciate the mechanisms and implications of sound market oriented practices in the context of libraries. It is, therefore, important to explore further the dynamics of market orientation and of service performance of libraries.

A further area of challenge is to understand how a market orientation can be developed and maintained. How should these programmes be designed? Should the emphasis be essentially on cultural change, revamped work processes, organizational restructuring, new systems, or some other series of library initiatives? This is a very important issue since library managers would appreciate some insight into the characteristics of successful programmes for building market orientation. Moreover, it would be interesting to explore how marketing culture develops and how it can be maintained over a period of time. What kind of leadership can be more instrumental in fostering a marketing culture and what conditions help or hinder the growth of marketing culture? Does a strong marketing culture affect the behaviour of library leadership?

This research has investigated the marketing culture by analysing the market orientation, attitudes, knowledge, and operational policies at the level of library leadership. The employee performance has been measured through customer evaluation of the library's services. Further research on marketing culture could be extended by researching the attributes of some employees too including leadership which would provide a comprehensive appreciation of the concept. One surprising finding of the research is about the library staff attributes. More in-depth research is required to study the concept of service encounters in libraries. Because of the low visibility of the libraries in the customer's mind, another area of interest could be to study branding. This was often mentioned by some library directors as a serious problem.

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Appendix 1

Questionnaire for library directors

1. Name of the Institution: ………………………………………………………………….

2. Qualifications (Please indicate the year also):

   ………… ……….
3. Years of professional experience:

4. In your opinion, what are the five most important factors which are helpful in increasing the use of libraries, and why?

   1.
   2.
   3.
   4.
   5.

5. What are the most important factors for increasing the use of libraries? Please circle the appropriate number. (1= Most important, 5= Least important)

Services	1	2	3	4	5
Products	1	2	3	4	5
Users' own knowledge about library	1	2	3	4	5
Free-of-cost services	1	2	3	4	5
Home pages	1	2	3	4	5
Information on the user catalogue	1	2	3	4	5
Library user education programme	1	2	3	4	5
Library staff	1	2	3	4	5
Opening hours of libraries	1	2	3	4	5
Consideration of users' shyness and other psychological factors	1	2	3	4	5
An attractive and impressive interior of library	1	2	3	4	5
Adequate lighting, temperature, and ventilation, etc.	1	2	3	4	5

Comfortable furniture	1	2	3	4	5
Silent reading room	1	2	3	4	5
Properly shelved document	1	2	3	4	5
Good working conditions of equipments such as xerox machine, A-V materials, microfilm, microfiche readers, and computers, etc.	1	2	3	4	5
Provision of some study areas where talking is permitted	1	2	3	4	5
Well-administered signs, symbols and hand-outs	1	2	3	4	5
Library brochures, leaflets and pamphlets	1	2	3	4	5
Publicity and personal contact	1	2	3	4	5

6. Please list the five most efficient ways which you think are important if a manager wishes to increase the quality of the library service, and why?

   1.
   2.
   3.
   4.
   5.

7. What are the most efficient ways for a manager to increase the quality of the library service?
   (1= Most efficient way, 5= Least efficient way)

By developing a mission statement	1	2	3	4	5
By putting efforts on acquiring a good knowledge about users needs and demands	1	2	3	4	5
Having an identical plan for each information product/service and customer group	1	2	3	4	5
Regular assessment of library's information services/products	1	2	3	4	5
Users' involvement while developing any library service/ product	1	2	3	4	5

By developing information distribution channels	1	2	3	4	5
Charging the users	1	2	3	4	5
Adequate manpower	1	2	3	4	5
Financial support from the administration	1	2	3	4	5
Having a marketing professional to look after marketing activities	1	2	3	4	5
Provision of help desk for the users	1	2	3	4	5
By giving accurate answers to users' queries	1	2	3	4	5
Fulfilment of promises	1	2	3	4	5
Fulfilment of users' specific information needs in anticipation	1	2	3	4	5
Equal treatment to all categories of users	1	2	3	4	5
A continuous and motivated team-work among the staff	1	2	3	4	5

8. Is it necessary for the libraries to have a marketing programme?

Most necessary   Necessary   Not necessary

9. Why is it necessary for the libraries to have a marketing programme?
   (1= Most necessary, 5= Least necessary)

To make its services known to the public	1	2	3	4	5
Increasing resource constraints and shrinking library budget	1	2	3	4	5
Impact of electronic information age	1	2	3	4	5
Ever increasing users expectations for information	1	2	3	4	5
Quite helpful in justification of the cost involved in the generation of information products/ services	1	2	3	4	5
Competition from other information providing organizations	1	2	3	4	5

10. Is it possible for the libraries to develop a relationship with its users?

Yes   No   Don't know

If yes, how:

11. Please indicate the extent to which you agree or disagree with the following statements by encircling the abbreviation (SA – Strongly Agree; A – Agree; N – Neutral; D – Disagree; SD – Strongly Disagree) that best corresponds to your view.

Though information products and services are like customer products and services in many respects, there is reluctance on the part of librarians to employ marketing principles in library.	SA	A	N	D	SD
For the library users, now the terms clients/ customers seem to be more appropriate.	SA	A	N	D	SD
The use of marketing techniques will put an extra unnecessary burden on existing library staff and products/ services.	SA	A	N	D	SD
The marketing concept is meant only for business organizations and not for libraries.	SA	A	N	D	SD
It is not so important to assess the direct and indirect cost involved in the development of information/ products.	SA	A	N	D	SD
It is not necessary to consult all library staff in the planning and goal setting process of the library.	SA	A	N	D	SD
The continuous special efforts on assessment of library's products/ services are not necessary to determine whether they need to be continued, modified or withdrawn.	SA	A	N	D	SD
Ignorance and unfamiliarity with marketing concept discourage librarians to apply them in the library environment.	SA	A	N	D	SD
Sustaining traditional services by promoting or changing them in such a way that they could attract the users is not so necessary.	SA	A	N	D	SD

Planning and executing a marketing programme is not so an indispensable activity of the library, as essential as classification and cataloguing.	SA A N D SD
It is not necessary to monitor and measure the mission statement of library from time to time by taking users feedback.	SA A N D SD

12. Is marketing a way to increase the use of libraries? Please grade.
    (1= Most important, 5= Least important)

13. Can marketing help to increase the quality of the library service? Please grade.
    (1= Most helpful, 5= Least helpful)

14. How many seminars/ symposia/ workshops/ training courses/ conferences related to marketing of information products and services you have attended?

    Please give the dates:

15. Have you studied the concept of marketing?

    Yes   No

    If yes, please specify:

16. What do you think about marketing of library and information services?

17. How can the marketing concept help the libraries?

18. Which principles of marketing can be applied in the library environment?

19. How should a library identify its target market? What is the best way to reach to target market?

20. Is there any competition in the library world?

    Yes   No

    If yes, then how should the product/ library/ centre be viewed by the target customer in relation to competition?

21. What is the best way to communicate with the users about library services and products?

22. Please provide the following information:

    a. Total Number of users per day   Internal   _____
                            (Average)   External   _____

    b. Staff Strength:
      Persons having University Degree in Library and Information Science: _____
      Persons having Polytechnic Diploma/Certificate in Library and Information Science: ___
      Persons having no Degree/Diploma in Library and Information Science: _____
      Other(s): _____

23. a. Total library budget (average):   _____

    b. Whether the percentage of budget has been increased during the last five years?

      Yes   No
24. Whether your library have:

    a.   A logo   Yes   No
    b.   A letter-head of its own   Yes   No

25. Does your library have:

    a.   A mission statement   Yes   No
    b.   An overall plan for its marketing programme and   Yes   No
         promotional activities.

26. Is there a specific allocation of funds in your library for marketing its information products/ services?

    Yes   No

    If no, what proportion of the library's normal operating budget is designated for the activities related to marketing?

    a.   Less than 1%   d.   11 – 15%
    b.   1 – 5%   e.   16 – 20%
    c.   6 – 10%   f.   Over 20%

27. In your library, who decides how much money to spend on marketing activities from the overall budget of the library?

    a.   Head of the Institution
    b.   Librarian
    c.   Library Committee
    d.   Others (Please specify).

28. Does your library have a marketing unit?

    Yes   No

    If yes, then how many persons are looking after it: _____

29. Whether your library has a person specially designated for marketing its information products/ services?

    Yes   No

    If no, what proportion of time of the person in-charge is spent on the marketing products/ services of the library?

a.	Less than 10%	d.	More than 30%
b.	11 – 20%	e.	Don't know
c.	21 – 30%		

30. Does your library gather user surveys before starting or modifying any information products/ services?

    Always   Sometimes   No

    If yes, please specify the instruments:

		Starting new services		Changing existing services	
		Yes	No	Yes	No
a.	Through questionnaire/ proforma	_____	_____	____	_____
b.	Interview	____	_____	____	_____
c.	Personal Contact	_____	_____	____	_____
d.	Any other	_____	_____	____	_____

31. In your library, who decides the kinds of information products/ services to be provided to the customers (users)?

    a.   Head of the Institution
    b.   Librarian
    c.   Library Committee
    d.   Others (Please specify)
    e.   Don't know

32. Whether your library has a system of fines for over-due materials?

Yes   No

33. Are users charged for any information services/ products offered by your library?

Yes   No

34. Please indicate "CR", if the information services/ products are offered on cost recovery basis (actual cost); indicate "NC", if these are offered on nominal cost or discounted price; indicate "CP", if these are provided on cost plus basis (with profit); indicate "F", if these are offered free-of-cost; and indicate "NA" if it is not provided by your library:

1.	Photocopying	10.	Inter-library loan
2.	On-line searches	11.	Library membership
3.	CD-ROM searches	12.	Content Pages of subscribed journals
4.	Bibliographies	13.	New Arrivals List
5.	Press clippings	14.	E-mail
6.	Current awareness service	15.	Reference services
7.	Selective dissemination of Information	16.	Translation services
8.	Abstracting services	17.	Indexing services
9.	Electronic journals	18.	Other services, please specify:

35. Does your library:

a.	Allow outsiders to use your library?	Yes	No
	If yes, do you charge them differently from in-house users for availing services and facilities provided by your library?	Yes	No
b.	Charge fees for services differently for different categories of the users?	Yes	No
c.	Allow all categories of users to avail all the information products/ services?	Yes	No

36. Please indicate the availability of the facilities at your library (Please tick)

1.	All library functions automated	6.	Local Area Network (LAN)
2.	On-line catalogue	7.	VCR
3.	Desk-top publishing unit	8.	Audio-visual unit
4.	Automated circulation system	9.	Others (Pl. specify):
5.	TV		

37. Does your library publish library bulletin/ newsletter about its professional activities?

Yes   No

If yes, please specify:
                    Name:
                Frequency:

38. Does your library publish its annual report?

Yes   No

If yes, please specify:

39. Please indicate your level of agreement with the following library activities:
    (1= Very much, 2= Quite, 3= Medium, 4= Little, 5= Very little)

1.	In the library, there is a great awareness of the importance of being an organization prepared to meet the users' needs and wishes.	1	2	3	4	5
2.	We regularly collect information on the wishes and needs of our customers.	1	2	3	4	5
3.	We have differentiated offers and differentiated plans for the various user segments.	1	2	3	4	5
4.	The knowledge of our customers' needs and wishes is the base for all the marketing activities of the library.	1	2	3	4	5
5.	We put efforts on adapting as much as possible our services to the specific needs of each customer.	1	2	3	4	5
6.	For each user segment, we have identified the critical success factors in the use of our services.	1	2	3	4	5
7.	We introduce changes in the specifications or in the characteristics of our services/ products when we identify new user needs.	1	2	3	4	5
8.	We have a precise idea, by user typology, of the cost and benefit as a function of the level of use of each one of services.	1	2	3	4	5

9. We have considered the cost-benefit ratio for each one of the services and the convenience of relocating them, promoting them or getting rid of them depending on their level of use or the importance given to them by users.   1   2   3   4   5

10. The activities of different library departments are coordinated in a way that improves the users' level of satisfaction.   1   2   3   4   5

11. Our staff work as a team: we share responsibilities, information and decision making.   1   2   3   4   5

12. At some point, we have carried out an in-depth analysis of our main competitors and of the strengths and weaknesses of each one of them.   1   2   3   4   5

13. When preparing strategies, the library takes into account the impact of changes in the environment.   1   2   3   4   5

14. The credit of achievement is shared by all levels of the organization, not just by the management.   1   2   3   4   5

15. In our library, we have put emphasis on developing communication channels to guarantee that the opinions of the staff who interface with the users are taken into consideration.   1   2   3   4   5

16. Staff members responsible for library areas or services have marketing experience or knowledge.   1   2   3   4   5

17. We are very careful in selection of staff who interact with the customers.   1   2   3   4   5

18. We thoroughly train the staff members who interact with the customers.   1   2   3   4   5

19. Usually, it is easy for users to contact and do transactions with our library, but sometimes it's not as smooth as it should be.   1   2   3   4   5

20. It's very difficult to fulfil our promises all the time.   1   2   3   4   5

21. It is not possible/ necessary to treat all the users equally.   1   2   3   4   5

22. If any information is not available in the library, then we have no responsibility to provide suggestions on where to look for information outside the library.　　　1　2　3　4　5

23. Sometimes, it is hard to reach the quality standards we set to ourselves.　　　1　2　3　4　5

24. Although, it's good to show respect for our users, listen to them, pay due attention to their problems and treat them as individuals, but due to some reasons, we don't behave as such in practice all the time.　　　1　2　3　4　5

40. Do you have any service philosophy on paper?

Yes　　　　　　　No

41. If yes, then does the whole staff know about the content of the service philosophy?

Yes　　　　　　　No　　　　　　　Don't know

42. Please tick the statement, with which you and your staff perform that task:

		Never	**Rarely**	**Occasionally**	**Often**
1.	Signs, symbols, hand-outs and instructions are kept in appropriate place in the library	_____	_____	_____	_____
2.	Organize tours of the library building.	_____	_____	_____	_____
3.	Notify users about the status or availability of information products/ services.	_____	_____	_____	_____
4.	Give a formal lecture on library resources/ facilities in a particular field.	_____	_____	_____	_____
5.	Give demonstrations of various systems like OPAC, CD-ROM, E-mail, Internet, Online services.	_____	_____	_____	_____
6.	Conduct user-orientation programmes.	_____	_____	_____	_____
7.	Arrange user-group/ focus group meetings to discuss information products/ services.	_____	_____	_____	_____

| 8. | Arrange library committee meeting. | _____ | _____ | _____ | _____ |

9. Display latest arrivals.   _____ _____ _____ _____

10. Prepare brochure/ leaflets/ pamphlets and send them to target groups.   _____ _____ _____ _____

11. Suggestion/complaint box is kept in the library.   _____ _____ _____ _____

12. Write articles about the library and its services/ products in in-house publication, local newspapers, etc.   _____ _____ _____ _____

13. Give radio/ TV programmes about the library and its services products.   _____ _____ _____ _____

14. Display library's information products/ services during seminars/ symposia /workshops/ exhibitions.   _____ _____ _____ _____

43. Do you think Internet is an effective tool for marketing of information products/ services?
Yes   No

44. What is the main objective of the website of your library?

45. Which kinds of marketing goals are associated with the website, if any?

46. Do you attempt to build an online relationship with your customers?

Yes   No

 If yes, then how do you do it:

47. Please tick the answer(s) applicable to your library:

    a.   Our library's marketing operations are almost at the same level as these were one year ago.
    b.   Some marketing operations have a lower standard than previous year.
    c.   There is a little improvement.
    d.   Library's marketing operations are much better than previous year.

48. If your answer is 'a', 'b', or 'c', then please indicate the reasons for them:

      a.   Misconception about marketing concept
      b.   Lack of resource
      c.   Lack of knowledge
      d.   Lack of time
      e.   Lack of commitment and unresponsiveness from staff
      f.   Lack of training and education
      g.   Attitude of users
      h.   Attitude of the administration
      i.   Others (Please specify):

Questionnaire for library customers

Name of the Library:

A. About yourself

  1. Area of specialization:
  2. Current area/s of study/ research:
  3. Education:

B. About your library

  1. How long you have been using this library?   ………Years

  2. Are you aware of the resources, services and facilities of your library?

      a. Fully aware
      b. Awareness is limited
      c. Not aware at all

    If your answer to this question is 'b' or 'c', please indicate the reasons, for example

      a. No such information was ever
          provided to you.
      b. There is no such need at your end.
      c. Any other, please specify:

          ……………………………………………………………..
          ……………………………………………………………..

  3. If you are full aware, have you been utilizing the same?

      a. Fully
      b. In a limited way
      c. Not at all

    If your answer to this question is 'c', please write a sentence or two in support of that

          ………………………………………………………….
          ………………………………………………………….

C. Please show your level of agreement with the following statements:
   (1= Very much, 2= Quite, 3= Medium, 4= Little, 5= Very little, 6= Don't know)

  1. It is easy to find where learning resource   1   2   3   4   5   6
      materials (books, journals, CDs, maps, etc.)
      are shelved.

2.	The information I get from library materials is useful.	1	2	3	4	5	6
3.	The library's web pages display correct and useful information about its collections and other information resources and services.	1	2	3	4	5	6
4.	Information on the user catalogue is clear and easy to follow.	1	2	3	4	5	6
5.	Study areas in the reading room of the library are kept quiet.	1	2	3	4	5	6

6. I am satisfied with the working condition of the following equipments:

Catalogue computers	1	2	3	4	5	6
Internet, CD-ROM, and database computers	1	2	3	4	5	6
Xerox machines	1	2	3	4	5	6
Audio-visual materials	1	2	3	4	5	6
Microfilm and microfiche readers	1	2	3	4	5	6
Computer printers	1	2	3	4	5	6

7.	Accurate and helpful written instructions are available next to all equipments.	1	2	3	4	5	6
8.	Documents I want are in their proper places on the shelves.	1	2	3	4	5	6
9.	Library materials are reshelved promptly after use.	1	2	3	4	5	6
10.	The range of collections held by the library meets my information needs.	1	2	3	4	5	6
11.	Instructional signs in the library are clear, understandable and helpful in usage of the learning resources.	1	2	3	4	5	6
12.	The library materials are in good condition (e.g., not brittle or falling apart).	1	2	3	4	5	6
13.	The documents I need have not been mutilated (e.g., torn pages or highlighted text).	1	2	3	4	5	6
14.	The library purchases new materials which are relevant to my information needs.	1	2	3	4	5	6
15.	I can usually find a seat or study desk when I want one.	1	2	3	4	5	6
16.	Computers for the library catalogue are conveniently distributed throughout the library.	1	2	3	4	5	6

17.	The library has an attractive interior.	1	2	3	4	5	6
18.	The temperature and ventilation in the library building is comfortable.	1	2	3	4	5	6
19.	Lighting in the building is adequate to my needs.	1	2	3	4	5	6
20.	Library furniture is comfortable.	1	2	3	4	5	6
21.	There are some study areas in the library where talking is permitted.	1	2	3	4	5	6
22.	It is easy to find out in advance when the library will be open.	1	2	3	4	5	6
23.	Library opening hours match my schedule and needs.	1	2	3	4	5	6

24. I do not have to wait for more than five minutes:

		1	2	3	4	5	6
	To use automated catalogue	1	2	3	4	5	6
	To borrow materials	1	2	3	4	5	6
	To use Internet, CD-ROM, and database computers	1	2	3	4	5	6
	To use the photocopiers	1	2	3	4	5	6
	To take prints from a computer	1	2	3	4	5	6
	To use microfilm and microfiche readers	1	2	3	4	5	6

25.	The material I need from the collection of the library is usually available to me without any delay.	1	2	3	4	5	6
26.	When I request an item from the closed shelf, I am told how long it will take to arrive.	1	2	3	4	5	6
27.	When I request an item by interlibrary loan (ILL), I am told how long it will take to arrive.	1	2	3	4	5	6
28.	I find displays of new library materials useful.	1	2	3	4	5	6
29.	Library brochures and help sheets are useful and helpful.	1	2	3	4	5	6
30.	Library staff give accurate answers to my questions.	1	2	3	4	5	6
31.	Library staff are courteous, polite, approachable and welcoming.	1	2	3	4	5	6
32.	Library staff are available when I need them.	1	2	3	4	5	6

33.	Library employees communicate with me in terms I understand.	1	2	3	4	5	6
34.	Library staff offer suggestions where to look for information in other parts of the library.	1	2	3	4	5	6
35.	Library staff are willing to leave the desk area to help me.	1	2	3	4	5	6
36.	Library staff encourage me to come back to ask for more assistance if I need it.	1	2	3	4	5	6
37.	If any information is not available in the library, the library staff offer suggestions on where to look for information outside the library.	1	2	3	4	5	6
38.	Library staff understand what information I am looking for.	1	2	3	4	5	6
39.	Library staff do not refer me unduly from one service area to another for my enquiry to be answered.	1	2	3	4	5	6
40.	Library staff help me in selection of appropriate electronic resources.	1	2	3	4	5	6
41.	Library staff mention about interlibrary loan as a means to obtain the learning resources library does not have.	1	2	3	4	5	6
42.	Library staff personally help me to use electronic resources.	1	2	3	4	5	6
43.	Library staff direct me to library brochures and help sheets.	1	2	3	4	5	6
44.	All public service desks throughout the library are served by knowledgeable staff.	1	2	3	4	5	6
45.	Library staff do not overwhelm me with too much information and detail.	1	2	3	4	5	6
46.	Library staff take me directly to documents I want, instead of just pointing or telling me where to go.	1	2	3	4	5	6
47.	Library organizes teaching programmes to help me make more effective use of the library.	1	2	3	4	5	6

| 48. | Library conducts user-survey periodically regarding its information services/ products. | 1 | 2 | 3 | 4 | 5 | 6 |

48. Library conducts user-survey periodically regarding its information services/ products.　1　2　3　4　5　6

49. Library attempts to build an on-line relationship with me to inform about its activities and services/ products.　1　2　3　4　5　6

50. When I enter the library I can see where I can go for help.　1　2　3　4　5　6

51. It is easy to make a compliment, complaint, or suggestions about library services and conditions.　1　2　3　4　5　6

52. The library acts promptly when I make a complaint.　1　2　3　4　5　6

53. My views are taken into consideration whenever library plans to introduce any new service/product.　1　2　3　4　5　6

54. It is justifiable for library to charge fees from users for services such as interlibrary loan, CD-ROM databases, on-line searching, and photocopiers, etc.　1　2　3　4　5　6

55. The library should charge fees for its services/ products from external users only, who are from other institutes/ organizations.　1　2　3　4　5　6

56. I am willing to pay for library's information services/ products, if they are useful and fulfil my information needs.　1　2　3　4　5　6

57. I am satisfied with the quality of library's:
Collections　1　2　3　4　5　6
Facilities　1　2　3　4　5　6
Services　1　2　3　4　5　6

Factor analysis

Component score coefficient matrix

Statements for measuring market orientation (Question 39 except statement 19)	Component
	1
In the library, there is a great awareness of the importance of being an organization prepared to meet the users' needs and wishes.	.084
We regularly collect information on the wishes and needs of our customers.	.092
We have differentiated offers and differentiated plans for the various user segments.	.070
The knowledge of our customers' needs and wishes is the base for all the marketing activities of the library.	.079
For each user segment, we have identified the critical success factors in the use of our services.	.098
We introduce changes in the specifications or in the characteristics of our services/ products when we identify new user needs.	.126
We have a precise idea, by user typology, of the cost and benefit as a function of the level of use of each one of services.	.089
We have considered the cost-benefit ratio for each one of the services and the convenience of relocating them, promoting them or getting rid of them depending on their level of use or the importance given to them by users.	.086
The activities of the different departments are coordinated in a way that improves the users' level of satisfaction.	.104
Our staff work as a team: we share responsibilities, information and decision making.	.092
At some point, we have carried out an in-depth analysis of our main competitors and of the strengths and weaknesses of each one of them.	.112
When preparing strategies, the library takes into account the impact of changes in the environment.	.066
The credit of achievement is shared by all levels of the organization, not just by the management.	.074

Statements for measuring market orientation (Question 39 except statement 19)	Component
	1
In our library, we have put emphasis on developing communication channels to guarantee that the opinions of the staff who interface with the users are taken into consideration.	.078
Staff members responsible for library areas or services have marketing experience or knowledge.	.098
We are very careful in selection of staff who interact with the customers.	.082
We thoroughly train the staff members who interact with the customers.	.107
It's very difficult to fulfil our promises all the time.	-.002
It is not possible/ necessary to treat all the users equally.	.028
If any information is not available in the library, then we have no responsibility to provide suggestions on where to look for information outside the library.	-.004
Sometimes, it is hard to reach the quality standards we set to ourselves.	.042
Although, it's good to show respect for our users, listen to them, pay due attention to their problems and treat them as individuals, but due to some reasons, we don't behave as such in practice all the time.	.027

Extraction method: Principle component analysis

Extracted factor market orientation from question 39 (except statement number 19)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	-2.63009	1	3.0	3.0	3.0
	-1.95032	1	3.0	3.0	6.1
	-1.85295	1	3.0	3.0	9.1
	-1.70789	1	3.0	3.0	12.1
	-1.49198	1	3.0	3.0	15.2
	-1.01454	1	3.0	3.0	18.2
	-.55817	1	3.0	3.0	21.2
	-.53491	1	3.0	3.0	24.2
	-.29907	1	3.0	3.0	27.3
	-.28396	1	3.0	3.0	30.3
	-.14062	1	3.0	3.0	33.3
	.04397	1	3.0	3.0	36.4
	.07003	1	3.0	3.0	39.4
	.09031	1	3.0	3.0	42.4
	.11317	1	3.0	3.0	45.5
	.19762	1	3.0	3.0	48.5
	.30566	1	3.0	3.0	51.5
	.36537	1	3.0	3.0	54.5
	.37351	1	3.0	3.0	57.6
	.39411	1	3.0	3.0	60.6
	.39630	1	3.0	3.0	63.6
	.39828	1	3.0	3.0	66.7
	.51608	1	3.0	3.0	69.7
	.55225	1	3.0	3.0	72.7
	.59156	1	3.0	3.0	75.8
	.61204	1	3.0	3.0	78.8
	.63937	1	3.0	3.0	81.8
	.71027	1	3.0	3.0	84.8
	.93024	1	3.0	3.0	87.9
	1.00557	1	3.0	3.0	90.9
	1.16616	1	3.0	3.0	93.9
	1.32605	1	3.0	3.0	97.0
	1.66657	1	3.0	3.0	100.0
	Total	33	100.0	100.0	

Appendix 4

List of surveyed libraries

Universities Libraries

1. Helsinki University Library-The National Library of Finland
2. Tampere University Library
3. Turku University Library
4. University of Helsinki, Arts Faculty Library
5. University of Helsinki, Faculty of Education Library
6. University of Helsinki, Faculty of Law library
7. University of Helsinki, Kumpula Science Library
8. University of Helsinki, National Library of Health Sciences
9. University of Helsinki, Theology Library
10. University of Helsinki, Social Science Library
11. University of Helsinki, Undergraduate Library
12. University of Helsinki, Veterinary Medicine Library
13. University of Helsinki, Vikki Science Library
14. Åbo Akademi University Library

School of Economics

15. Helsinki School of Economics Library
16. Swedish School of Economics and Business Administration Library
17. The Turku School of Economics and Business Administration Library

Universities of Technology

18. Helsinki University of Technology Library
19. Tampere University of Technology Library

Universities of Art

20. Academy of Fine Arts Library
21. Sibelius Academy Library
22. Theatre Academy Library
23. Universities of Art and Design Library

Special Libraries

24. Deutsche Bibliothek
25. Finnish Institute of Occupational Health, Information Service Centre
26. Library of the Geological Survey of Finland (GTK)
27. Library of the Finnish Literature Society
28. Library of Parliament

29. Library of Statistics
30. National Board of Antiquities library
31. National Board of Patents and Registration of Finland, Library and Information Services
32. Youth Information Library
33. VTT Information Service

Why are some libraries more market oriented than others? The dissertation answers this question by examining the pertinent issues underlying the marketing culture of Finnish research libraries and the library management's awareness of modern marketing theories and practices. The directors and consumers of 33 academic and special libraries participated as respondents in this study.

The dissertation shows that a genuine marketing culture of a library represents a synthesis of specific marketing attitudes, knowledge and of certain practices which lead to superior service performance. Three kinds of marketing cultures were found: the strong- the high fliers; the medium- the brisk runners; and the weak- the slow walkers. These marketing cultures are explained by analysing the libraries' marketing attitudes, knowledge, and behaviour permeating their organizations.

The dissertation ascertains the significant underlying dimensions of libraries' market oriented behaviour. The contribution of the dissertation lies in the framework showing linkages between the critical components of the marketing culture of a library: antecedents, market orientation, facilitators and consequences. The implication for libraries is that it pays to be market oriented, the ultimate result being higher customer satisfaction.