

CONFIDENTIAL

**STATE LIBRARY OF VICTORIA**

**STATEWIDE MARKETING  
PROJECT REVIEW AND  
EVALUATION**

**NOVEMBER 2002**

**ADSHAN**  
**Consulting Group**

# CONTENTS

<b>1.</b>	<b>INTRODUCTION</b>	<b>Page:</b>	<b>3</b>
<b>2.</b>	<b>ADSHAN GROUP PROFILE</b>		<b>4</b>
<b>3.</b>	<b>EXECUTIVE SUMMARY</b>		<b>5</b>
<b>4.</b>	<b>PROJECT BACKGROUND</b>		<b>8</b>
<b>5.</b>	<b>STAKEHOLDER ANALYSIS</b>		<b>11</b>
<b>6.</b>	<b>METHODOLOGY</b>		<b>12</b>
<b>7.</b>	<b>SWOT ANALYSIS</b>		<b>13</b>
<b>8.</b>	<b>KEY FINDINGS &amp; ANALYSIS</b>		<b>15</b>
	1. <i>INEFFECTIVE BRANDING</i>		15-20
	2. <i>POOR INTERNAL COMMUNICATION</i>		21-30
	3. <i>INEFFECTIVE RESOURCE ALLOCATION &amp; STRATEGIC PLANNING</i>		30-46
<b>9.</b>	<b>RECOMMENDATIONS</b>		<b>47</b>
	1. <i>INEFFECTIVE BRANDING RECOMMENDATIONS</i>		47-49
	2. <i>INTERNAL COMMUNICATION RECOMMENDATIONS</i>		50-53
	3. <i>RESOURCE ALLOCATION &amp; STRATEGIC PLANNING RECOMMENDATIONS</i>		54-55
<b>10.</b>	<b>SUMMARY OF RECOMMENDATIONS</b>		<b>56</b>
<b>11.</b>	<b>APPENDIX</b>		<b>57</b>

## 1: INTRODUCTION

At a Viclink workshop held in Ballarat in April 2002, senior management from metropolitan regional and rural library services agreed that the Statewide Marketing Project incorporating the *librariesvictoria* brand, should be reviewed. Following a tender process, the ADSHAN Group was commissioned by the Library Network Unit to undertake a Marketing Review.

Specifically the brief was to:

- Evaluate and review the Statewide marketing project against performance measures
- Assess the current and future strategic role of the marketing campaign
- Identify key project strengths and weaknesses
- Assess the perceived value of the marketing campaign to Victorian public libraries
- Evaluate the role of branding and brand management
- Provide an analysis of the *librariesvictoria.net* website
- Provide an analysis of the *librariesvictoria* 1300 number and White Pages listing
- Stakeholder analysis
- Evaluation of ROI
- Assess appropriateness of the project's accountability measures
- Assess communication delivery modes
- Assess the project's implementation success across the state.

The issues to be addressed were:

- Relevance of the *librariesvictoria* brand in light of the possible national adoption of ALA's (American Library Association) @ your library campaign.
- Stakeholder communication
- Relationship between Victoria's Virtual Library and *librariesvictoria* websites.

## 2. ADSHAN GROUP PROFILE:

The ADSHAN Group is a national consortium of companies which specialises in the provision of strategic, integrated and customer focused communications to government departments, corporate organisations and non-profit organisations.

The group comprises specialist companies in strategic marketing, market research, reputation management, government relations, TV production and marketing audits.

The group's work has been marked by an unprecedented flow of industry awards including 6 Australian Marketing Excellence Awards.

All project's are underpinned by a strict adherence to a **Client Quality Charter** that outlines accountability, feedback & evaluation, client satisfaction and professional development standards.

Through numerous strategic marketing reviews and communication campaigns, ADSHAN has been the prime builder and guardian of the reputation of a number of high profile national and international organisations.

Senior staff who worked on the project were:

- Gary Neat  
M.Mgt, CPM, FAMI, FIPPA, FAIM.
- Sharon Kingstone  
M.Mktg, BA, B.Comm.

### 3. EXECUTIVE SUMMARY

A Marketing Review is a comprehensive, systematic and independent examination of an organisation's marketing and communications environment with a view to determining problem areas and recommending a plan of action to improve performance.

The ADSHAN Group conducted a Marketing Review of the Statewide Marketing Project over a three-month period.

**Basically, the review identified three major issues:**

- 1. Ineffective Branding**
- 2. Poor Internal Communication**
- 3. Lack of Effective Strategic Planning & Resource Allocation in Marketing**
  - ***Ineffective Branding has negatively affected:***
    - Enthusiastic internal adoption at the local level
    - Public awareness of the *librariesvictoria* campaign
    - Low reach = low recall = low response
  - ***Poor Internal Communication has negatively affected:***
    - Stakeholder 'buy-in' and support for the project
    - Stakeholders understanding of their roles and responsibilities
    - Stakeholders understanding of the strategic intent of the project and how it is relevant at the local level
    - The effective dissemination of professional marketing input
  - ***A lack of effective Strategic Planning & Resource Allocation has negatively affected:***
    - The satisfaction of project objectives
    - Effective resource allocation
    - Effective targeting

Nevertheless, a positive or long-term benefit has seen the project raise the awareness and importance of why libraries should be marketed. e.g.

***"We as a group are starting to recognise the need for marketing in order to stay relevant .....this is the most important function of the project (library manager)."***

Cont.

- **Recommendations to overcome the Branding dilemma are:**

- Remove the *librariesvictoria* brand from external use
- Adoption of the '@ your library' campaign
- Develop an '@ your library' Change Management Plan

It is recommended that the '@ your library' tag-line be substituted for the *librariesvictoria* brand in external communications. The flexibility of the 'tag-line' would be used to gain support from local libraries and local government.

However, for the '@ your library' campaign to be successfully implemented statewide, a **Change Management Plan** is recommended to overcome the inevitable resistance in Victoria.

- **Recommendations to improve Internal Communication include**

- Marketing Education workshops
- Appointment of an outsourced Marketing Manager (i.e. fractional position & on-site)
- Clarification of Roles & Responsibilities
- Enhanced Stakeholder Interaction

A lack of an understanding of marketing as opposed to promotions has led to ineffective resource allocation and has diluted the focus of the project. Marketing workshops are recommended to improve the current level of marketing knowledge so that decision-makers and stakeholders are better equipped to make effective decisions.

The current project structure does not lend itself for one person to '*champion*' the project. Appointing an outsourced Marketing Manager (i.e. postgraduate level marketer) responsible for achieving the identified Critical Success Factors (CSF's) would underpin the project's viability across Victoria.

- **Recommendations to improve Strategic Planning & Resource Allocation are:**

- Identification of Critical Success Factors
- Target existing users
- Development of a Marketing Plan based on the Marketing Review
- Ongoing access to professional marketing input (outsourced Marketing Manager) and evaluation.

Cont.

Critical Success Factors (CSF's) are commonly used operational tools that relate to those areas of a project that **must** be satisfied to ensure its success. To date, CSF's have **not** been identified in the project's strategic planning documents, resulting in a misallocation of effort and resources.

	<b>The Marketing Project's Critical Success Factors are:</b>
<b>CSF1</b>	<b>Clear branding and strategy</b>
<b>CSF2</b>	<b>Effective internal communication</b>
<b>CSF3</b>	<b>Stakeholder 'buy-in'/ support</b>

The targeting of 'young marginal non-users' via traditional advertising mediums with the current limited budget is misguided. A more effective use of the limited funds would be to target non-users through marketing to existing users and stimulating positive Word of Mouth (WOM). The reality is that the budget for this project is totally inadequate for the task, thus making the role of any external agency extremely difficult.

The Statewide Marketing Project is a valuable project that aims to support the Public Library Network through the provision of marketing knowledge and tools. However, over time the project's original focus appears to have dissipated.

Addressing the three major issues identified in the review would better position the project to be the valuable marketing resource it set out to be in 1998. It is not too late to re-focus and regain lost ground.

### **Marketing of Libraries**

Although not included in the brief, no review of the Statewide Marketing Project could have been conducted without acknowledging the overall lack of effective strategic marketing by libraries in general.

It would be naive to believe that in this age of message clutter that libraries can continue to be marketed in such an ad hoc manner and one lacking in high level strategic marketing methodologies.

It has been against this nationwide backdrop that the State Marketing Project has been obliged to perform.

## 4. STATEWIDE MARKETING PROJECT BACKGROUND

*“The Statewide Marketing Project, incorporating the librariesvictoria brand, commenced in 1998 to give the Victorian public library network a common identity and platform from which to conduct marketing and promotional activities.....Since 2000 the Statewide Marketing Project, through its Advisory Committee, has been working in conjunction with Stanley & Milford, a marketing and project management agency, to develop and implement a statewide marketing strategy (Statewide Marketing Project Review Proposal).”*

### **THE OVERALL OBJECTIVES OF THE STATEWIDE MARKETING PROJECT ARE:**

- To improve the image of public libraries throughout the State
- To increase community awareness of public libraries
- To promote library products, resources and services
- To increase the capability of the public library network to deliver services statewide, in ways that libraries could not achieve locally
- To better communicate with/engage public library staff in *librariesvictoria* initiatives
- Raise awareness of the potential of public libraries with their local funding bodies
- To increase interaction/partnering/collaboration between public libraries, the State Library of Victoria and the public library network

### **SPECIFICALLY, THE MARKETING OBJECTIVES ARE:**

- To achieve 100% brand awareness amongst library managers by June 2001
- To achieve 60% brand awareness amongst library staff who interact with the public by June 2001
- To develop a positive brand attitude amongst 80% of library managers by June 2001
- To develop a positive brand attitude amongst 50% of library staff who interact with the public by June 2001
- 80% of all library services are to be using *librariesvictoria* marketing resources by June 2001
- To achieve a positive response by Young Marginal non-users in terms of the *librariesvictoria* communications and key messages in 2002

Cont.



Cont.

- To reverse the recent downward trend in the statewide library membership figures, during 2001-2002.
- 65% of libraries using the *librariesvictoria.net* events function for local event news and information.
- 70% of public library staff are to be aware of key campaign messages and/or actively engaged in Statewide marketing activities (2002-2003).
- 80% of library services to be using promotional resources distributed by *librariesvictoria* by Feb/Mar 2003

### **PUBLIC LIBRARY MACRO ENVIRONMENT ANALYSIS:**

An analysis of changes in the public library environment provides the background from which future strategic directions are taken. Library Managers and Key Library Personnel are the most qualified to identify these changes. Surveyed public library personnel and managers identified several threats and opportunities facing public libraries in Victoria today.

### **THREATS:**

- the Internet
- increasing demand for bookstores
- the changing social and demographic environment.

Despite the fact that technology has increased the opportunity for remote access to library resources and databases, the costs involved in maintaining technological communications is placing a strain on library resources. If libraries do not have the funds to continually upgrade technology, *"libraries will struggle to maintain credibility with technological developments"* (Library Manager). One frustrated library user commented on the slow speed of the Internet at his local library - *'if you can not deliver a service properly, why bother trying to deliver it at all?'*

Home Internet access is continually on the rise across Australia – over 50% of Australian households now have home Internet access. Increased access to information at home poses a threat to the future of public libraries.

The young and middle-aged adult user segment is increasingly becoming time poor due to longer working hours. In addition, there is an increase in the variety

of leisure activities available for them to expend their time. Libraries will have to compete for this segment's time against a multitude of leisure activities.

### **OPPORTUNITIES:**

- Ageing Australia
- Social trends

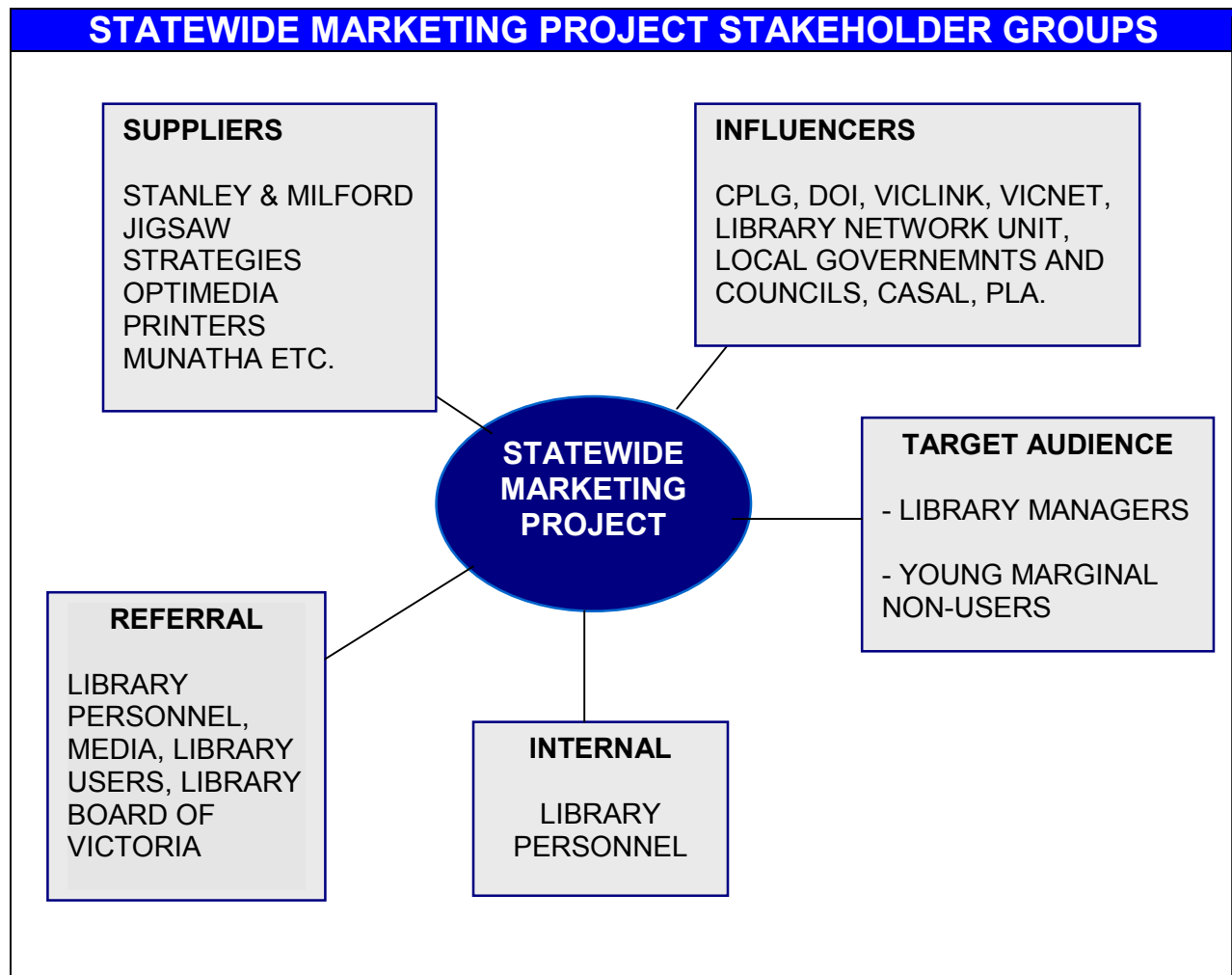
Australia's ageing population creates a larger group of retirees who are traditionally heavy library users. Services would need to be adapted in the future to cater for their needs. In addition, recent trends in the environment, such as renovating, gardening, property, self-help, fitness and family history have created opportunities for libraries to attract new members and or to increase the usage of current members.

Library Managers and key personnel identified four major user segments within public libraries in Victoria. The identified segments reflect previous market research conducted by the project and the State Government.

<b>USER SEGMENTS</b>	<b>USAGE</b>
1. Elderly	Heavy library users – 'time rich'
2. Mothers with Young Children	Story time and children's books
3. Students/ Teenagers	Recreation and study
4. Young and Middle aged adults	Low usage - 'time poor'.

For an illustration of the Statewide Marketing Project structure see Appendix 1.

## 5. STAKEHOLDER ANALYSIS



LEGEND
<b>CPLG</b> – Country Public Libraries Group
<b>DOI</b> - Department of Infrastructure
<b>VICLINK</b> - Libraries Online
<b>CASAL</b> – Council of Australian State Libraries
<b>PLA</b> – Public Libraries Australia

\*\*\*\*\*A stakeholder is not restricted to one stakeholder group. Overlap does exist.

## 6. METHODOLOGY

Our market sensing and evaluation for the Statewide Marketing Project comprised 2 major streams i.e.

1. Marketing review methodologies by professional marketers
2. Data Collection

Recommendations based solely on the results of any one research methodology i.e. scaling questionnaire, would be incomprehensive and unreliable.

Our findings are based on a combination of Market Research and Marketing Review methodologies that identify the projects underlying issues and lead to the creation of comprehensive and credible recommendations.

As part of the data collection more than 140 people, consisting of 5 target response groups were canvassed:

	GROUP TITLE	RESEARCH METHODOLOGY	GROUP DYNAMICS
<b>GROUP 1:</b>	Senior Management	<ul style="list-style-type: none"> <li>• Scaling questionnaire</li> <li>• In-depth interviews</li> <li>• Focus group</li> </ul>	Statewide Marketing Advisory Committee, Library Network Unit, Marketing Steering Committee
<b>GROUP 2:</b>	Library Managers	<ul style="list-style-type: none"> <li>• Qualitative &amp; quantitative questionnaire</li> <li>• In-depth interviews</li> </ul>	Regional, Metro and Rural Library managers
<b>GROUP 3:</b>	Key Library Personnel	<ul style="list-style-type: none"> <li>• Qualitative &amp; quantitative questionnaire</li> </ul>	Customer Service, Collections, Marketing & Promotions, Reference, Information Managers etc
<b>GROUP 4:</b>	Library Users	<ul style="list-style-type: none"> <li>• Face to face survey</li> </ul>	Various ages & sexes. Metro and Rural libraries surveyed.
<b>GROUP 5:</b>	Key Stakeholders	<ul style="list-style-type: none"> <li>• In-depth interviews</li> </ul>	Vicnet, VICLINK, DOI, CPLG, Library Network Unit, Stanley & Milford.

In addition to the above five groups, all key stakeholder members were given the opportunity to provide feedback on the project.

## 7. SWOT ANALYSIS

The strengths and weaknesses of the Statewide Marketing Project are as follows:

<b><u>STRENGTHS:</u></b>	<b><u>WEAKNESSES:</u></b>
<ul style="list-style-type: none"> <li>• Belief in libraries marketing has heightened</li> </ul> <p><i>“we as a group are starting to recognise the need for marketing in order to stay relevant .....this is the most important function of the project (library manager)”</i></p> <ul style="list-style-type: none"> <li>• The project is a “Unifying force, one voice” across Victorian Public Libraries</li> <li>• Current PR agency</li> <li>• Television creative</li> <li>• Provides poorly funded libraries with promotional material that they could not otherwise afford</li> <li>• Increases the level of interaction between the State Library of Victoria and the Public Library Network</li> </ul>	<ul style="list-style-type: none"> <li>• Public brand awareness</li> <li>• People are confused as to what their roles and responsibilities are in the Statewide Marketing Project</li> <li>• Lack of leadership - <i>“uncertainty about who is leading it, giving direction, making decisions”</i> (library manager)</li> <li>• Lack of resources – time, information and financial resources to effectively implement the project statewide</li> <li>• A lack of effective internal communication between various stakeholders (eg. Brand Manager, Statewide Marketing Advisory Committee, VICLINK, CPLG) is impeding effective project implementation</li> <li>• Lack of a clear strategy and a discerning brand</li> <li>• Media placement of Community Service Ads.</li> <li>• Coordination between Statewide Projects ie. Training Project &amp; Marketing Project</li> <li>• Perceived by rural libraries as ‘metro-centric’</li> <li>• Narrow focus on promotions instead of ‘the big picture’</li> <li>• The Statewide approach is not perceived as accounting for local needs <i>“each library is different and their markets vary”, “marketing needs are local”</i> (Library Managers)</li> </ul>

Cont.

Cont.

The threats and opportunities confronting the Statewide Marketing Project are as follows:

<b><u>THREATS:</u></b>	<b><u>OPPORTUNITIES:</u></b>
<ul style="list-style-type: none"> <li>• The national adoption of '<i>@ your library</i>' would make the <i>librariesvictoria</i> brand obsolete in the external environment</li> <li>• Continued pessimism towards the ability of the project to deliver on marketing promises to the public library network</li> <li>• Less than adequate relations between the Public Library Network and the State Library of Victoria</li> </ul>	<ul style="list-style-type: none"> <li>• Greater public usage of libraries</li> <li>• To achieve economies of scale through the national adoption of the '<i>@ your library</i>' campaign</li> <li>• To improve library managers and staff's knowledge of marketing and what it means to their individual library</li> <li>• To set clear Statewide Marketing Project roles and responsibilities.</li> <li>• To devise a clear marketing strategy</li> <li>• To create consistent marketing statewide</li> <li>• To achieve effective internal communication</li> <li>• To achieve 'buy-in' from key stakeholders across the state</li> <li>• To establish relationships with local councils</li> <li>• Rationalise marketing costs</li> </ul>

## 8. KEY FINDINGS & ANALYSIS

The findings of the Marketing Review revealed three major issues:

1. Ineffective branding
2. Internal communication
3. Strategic planning & resource allocation.

### 1. INEFFECTIVE BRANDING

#### 1.1 BRAND AWARENESS:

An assessment of the effectiveness of the *librariesvictoria* brand found it to be inflexible and having poor public awareness.

#### THE *librariesvictoria* BRAND



A brand is a name, a symbol and or design to identify a product or service. Internal stakeholders are aware of the *librariesvictoria* brand. However, the public are unaware of the *librariesvictoria* brand and have very poor brand recognition.

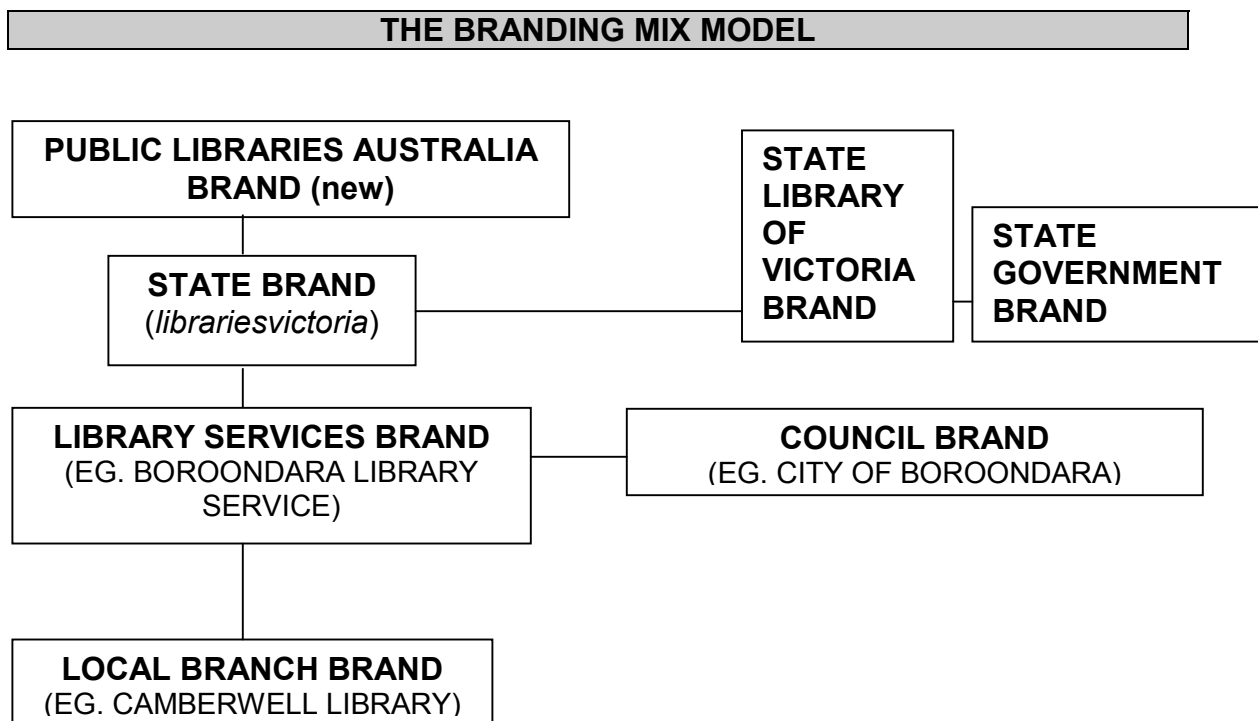
TARGET AUDIENCE	BRAND AWARENESS
Internal	✓
External (public)	✗

The brand has failed to make an impact with library-users. Therefore, it would also be reasonable to assume that the brand has failed to make an impact within the wider non-user community.

## 1.2 BRAND STRUCTURE AND MANAGEMENT:

Brand awareness amongst library personnel is offset by the frustration that is caused by ownership issues surrounding the *librariesvictoria* brand and the complexity of the brand structure (see The Branding Mix Model below).

Victorian public library staff contend with at least **7 brands** i.e.



### **Result:**

Difficulty is inevitably encountered when managing a multitude of brands. The greater the number of brands added to the mix, the less effective the branding communication will be in achieving project objectives.



### 1.3 COMPARATIVE ASSESSMENT OF '*librariesvictoria*' & '@ your library':

After conducting a cost-benefit assessment of the *librariesvictoria* brand in light of the proposed national adoption of '@ your library', it is recommended that the *librariesvictoria* brand be removed from external marketing activities.

The objectives of the Statewide Marketing Project (*librariesvictoria*) and '@ your library' mirror one another (see Appendix 2). Both offer a marketing platform to increase the awareness of public libraries in the external environment. Similar objectives indicate that their existence would create duplication of effort and add extra strain to the limited marketing resources.

#### The Costs of Sustaining Two Marketing Platforms:

- Double-up of marketing planning, strategy implementation and tactical activities
- Blurs the communication messages used to attract new members
- Unclear brand message with the use of multiple brands
- The strength of each brand is diluted by the presence of the other
- Education costs – there would be a need to educate library staff of the purpose and role of both brands and how and when to use each brand

As it is not viable to run two marketing platforms simultaneously, the platform offering the greatest value was determined. Value is determined if the perceived benefits outweigh the perceived costs.

$$\text{VALUE} = \frac{\text{PERCEIVED BENEFITS}}{\text{PERCEIVED COSTS}}$$

**Result: '@ your library' has greater merit and value as the project's future marketing platform.**

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The benefits of adopting '@ your library' outweigh the costs, whereas, the costs of maintaining *librariesvictoria* outweigh the benefits.

### 1.3.1 '@ your library' COST-BENEFIT ANALYSIS:

'@ your library' Benefits:	'@ your library' Costs:
<ul style="list-style-type: none"> <li>Economies of scale in production of communication material if it is adopted at a national level eg. one TV ad to be used across Australia</li> <li>Opportunity for national marketing consistency</li> <li>The marketing mechanics behind '@ your library' has already been developed in the U.S. and in South Australia.</li> <li>\$35,000 for a promotions package – ads, posters, advertorial, templates.</li> <li>A weakness of the <i>librariesvictoria</i> brand is that it does not lend itself to localisation. The questions of '<i>how does it relate to our library</i>' and '<i>what is it's relevance to us</i>' can be overcome by the flexibility of '@ your library'. Relevant and meaningful clarifiers can be adopted at the local level eg. <b>'job search @ your library, Shepparton'</b></li> <li>Media is increasingly nationally oriented (Press, TV &amp; Radio) – consequently a national message will overpower a state message.</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholder education is needed</li> <li>Development and implementation of a Change Management Plan</li> </ul>

### *librariesvictoria* COST-BENEFIT ANALYSIS:

Benefits of <i>librariesvictoria</i>	Costs of <i>librariesvictoria</i>
<ul style="list-style-type: none"> <li>Internal brand awareness</li> <li>Style guide already produced</li> </ul>	<ul style="list-style-type: none"> <li>Poor public brand awareness</li> <li>Non discernable brand</li> <li>Poor public brand recognition/identification</li> <li>Unable to 'cut through media clutter'</li> </ul>

#### 1.4 POSITIONING '@ your library':

There is a need for a flexible marketing mechanism such as the '@ your library' tag-line so that each individual public library can have ownership of and customise it to fit their local market needs.

The difference between a brand and a tag-line follows;

BRAND	TAG-LINE
<ul style="list-style-type: none"> <li>• A brand is a name, a symbol and or design to identify a product or service.</li> <li>• A brand is less flexible than a tag-line.</li> <li>• A brand is often accompanied by a tag-line.</li> </ul>	<ul style="list-style-type: none"> <li>• A tag-line adds value to and complements a brand.</li> <li>• A tag-line clarifies the meaning of a brand.</li> <li>• A tag-line is not fixed, it can be altered to suit changing needs.</li> </ul>

If '@ your library' is positioned as a brand, it will create conflict within the library structure, add further complexity to the branding mix and as a consequence, will not be successfully implemented and supported across all key stakeholder groups.

#### **REQUIREMENT:**

It is recommended that '@ your library' be positioned as a 'tag-line' that is used in conjunction with local branding initiatives. It must be perceived to be adding value to the existing branding structure and as a marketing tool that allows public libraries and councils to enhance their local marketing efforts.

The '@ your library' campaign, originating in the U.S has been adopted by the South Australian State Library and will be implemented in 2003 as part of 'Year of the Libraries', 2003.

The perceived ease of implementation in South Australia across various stakeholders will not be the case in Victoria for the reasons outlined in the following table.

## VICTORIAN LIBRARY SYSTEM CHARACTERISTICS

- Victoria's library system is more complex than South Australia's library system.
- Victoria has a Statewide marketing project and a statewide brand in place. Over \$1 million has been spent developing this project and brand over the past four years.
- The relationship between the State Library of Victoria and the public library network is ambivalent.
- The State Library of Victoria is not in a position to direct the Victorian Public Library Network.
- Local councils are very attached to their brands and believe that the public libraries are ***"their libraries"***.
- Branding in the Victorian library environment is already a point of confusion and frustration.
- If '@ your library' is seen as a State Library of Victoria initiative, then resistance will occur amongst public library network members.
- The perception that statewide marketing activities are 'metro-centric' will need to be overcome before '@ your library' is implemented.
- Pessimism exists across public libraries as to whether the statewide marketing initiatives are **useful** and or **valuable**.

## 2. POOR INTERNAL COMMUNICATION

### 2.1 IMPORTANCE OF EFFECTIVE INTERNAL COMMUNICATION

Effective internal communication is paramount for the project's success. Effective communication is needed to:

- gain project support and 'buy-in'
- to educate library personnel and key stakeholders about marketing
- to reinforce marketing messages
- to gain feedback and a statewide insight
- to create a level of ownership and responsibility that is needed to successfully implement the project
- to provide clarity of goals, objectives, strategies, roles
- to exchange ideas and be innovative

### 2.2 BARRIERS TO EFFECTIVE INTERNAL COMMUNICATION

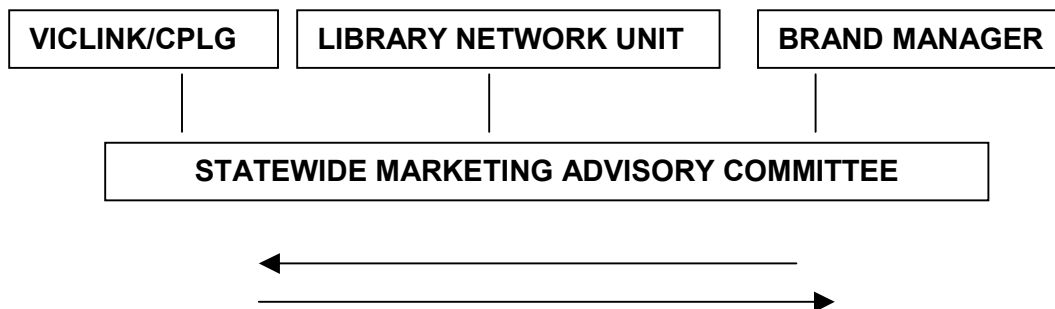
As part of the marketing review, an analysis of the potential internal barriers to effective marketing was conducted. The aim of the analysis was to identify the internal barriers currently affecting the effectiveness of the Statewide Marketing Project and then to determine recommendations that would improve the project's future performance.

The **project's structure, key stakeholder relationships, time** and the **geographical dispersion** of library services have been identified as the major barriers to effective internal communication.

### **2.2.1 PROJECT STRUCTURE**

Internal communication weaknesses are evident throughout the project's structure. Internal communication flows are identified as flowing either horizontally or vertically throughout an organisation or both. In this case, the level of both horizontal and vertical communication is negatively affecting the effective dissemination of marketing knowledge, the clarity of roles and responsibilities together with project 'buy-in'.

#### **HORIZONTAL COMMUNICATION:**



The project's horizontal communication flow is limited to the Statewide Advisory Committee, The Brand Manager and the Project Co-ordinator (Library Network Unit). CPLG and VICLINK receive minimal project communication.

The Brand Manager meets with the Advisory Committee on a monthly basis and co-ordinates the Marketing Project with the Project's Officer from the Library Network Unit on an on-going basis. They meet face-to-face approximately once every three weeks.

- The Convenor of the Advisory Committee and the Brand Manager, however, do not have direct communication at VICLINK or CPLG meetings. Communication to these important stakeholders is limited to e-mails and the project's internal newsletter, EXPLORER.

#### **REQUIREMENT:**

##### **Improved horizontal communication is needed between:**

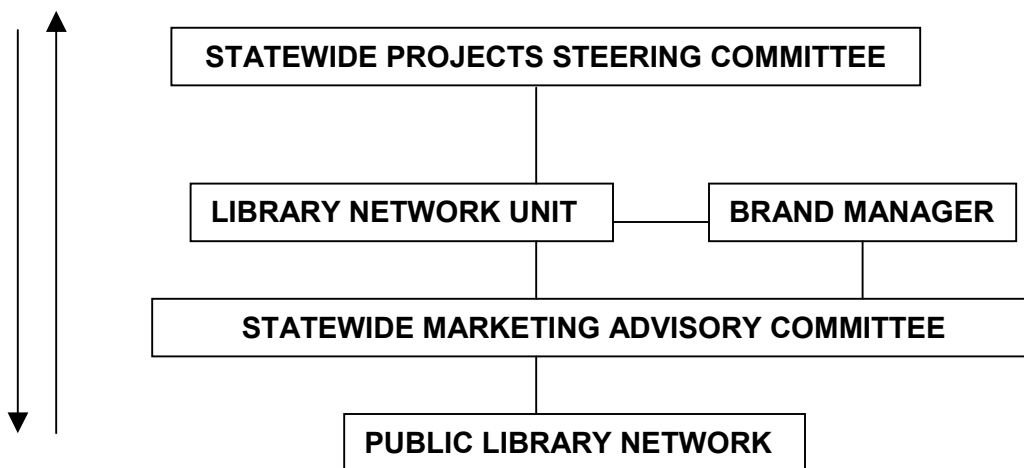
- The Brand Manager and the Advisory Committee to clarify roles and responsibilities
- The Advisory Committee convenor, the Brand Manager and VICLINK and CPLG
- The Brand Manager and the Library Network Unit Manager

Cont.

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Improvements in vertical communication are also needed. There is a lack of communication between the public library network and the Advisory Committee, Brand Manager and the Library Network Unit. Also, communication between the Steering Committee and the Library Network Unit is limited to quarterly reports on the progress of 6 Statewide projects.

### VERTICAL COMMUNICATION:



### REQUIREMENT:

**Improved vertical communication is needed between:**

- Public Library Network, the Advisory Committee and the Brand Manager
- Steering Committee, the Brand Manager and the Advisory Committee

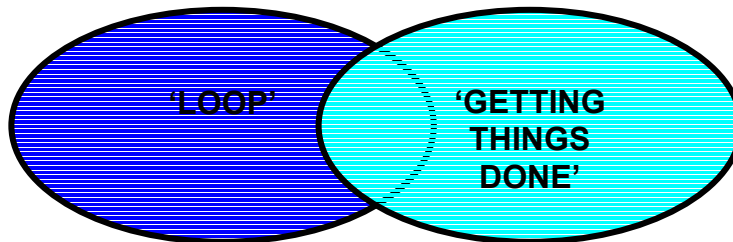
### 2.2.2 STAKEHOLDER RELATIONSHIPS

The relationship between the State Library of Victoria and the Public Library Network can be significantly improved. Levels of internal support for the Statewide Marketing Project are being adversely affected by what should be seen as unacceptable levels of inter-group goodwill and communication.

### **2.2.3 TIME**

Achieving optimum internal communication is lessened by time and resources. It is perceived that the balance between 'getting things done' and keeping stakeholders 'in the communication loop' is skewed towards 'getting things done'.

**There is a need to balance keeping stakeholders 'in the loop' and 'getting things done'.**



### **2.2.4 GEOGRAPHIC DISPERSION**

The physical distance between the city based project and some rural library services has negatively affected effective communication between rural public library staff and the project. The project's relevance in these areas is strongly questioned by rural library personnel. Greater communication is needed in these areas to highlight the project's value to the rural library services and to win their support.

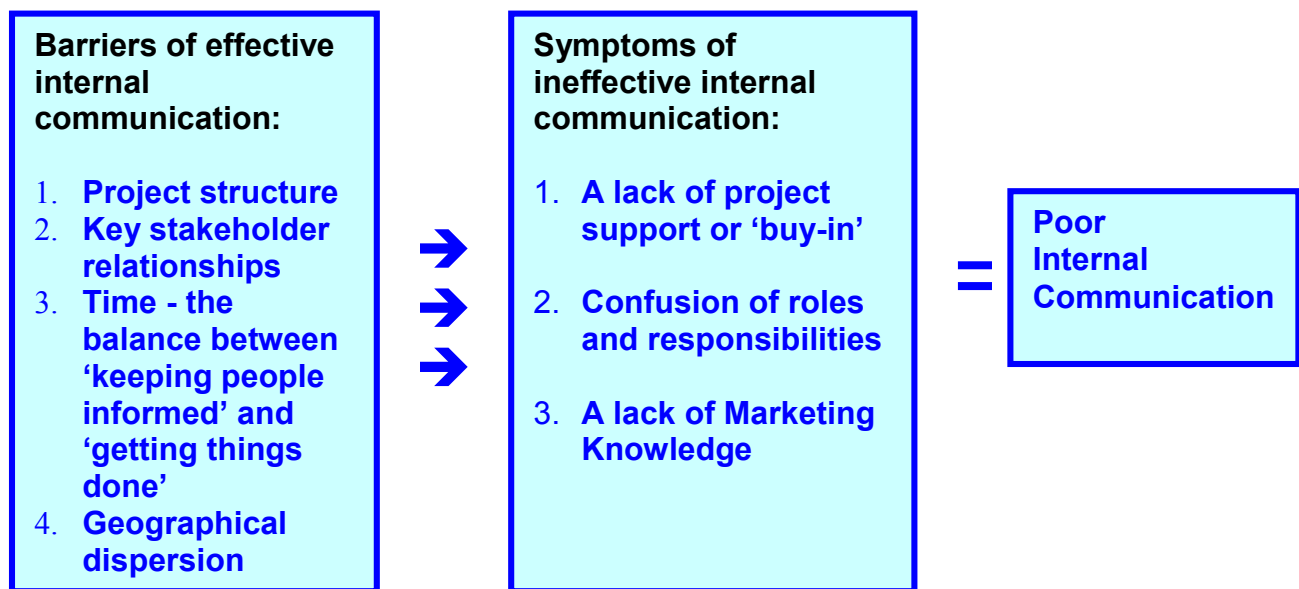


## 2.4 SYMPTOMS OF POOR INTERNAL COMMUNICATION

The project structure, key stakeholder relationships, time and the geographical dispersion of the project have led to the creation of three major symptoms indicative of poor internal communication. The symptoms are as follows:

1. A lack of project support or **'buy-in'** at the local level. See 2.4.1
2. A lack of understanding of the **roles and responsibilities** across the project structure. See 2.4.2
3. A lack of **Marketing Knowledge** needed to understand the project's strategy, goals and objectives. See 2.4.3

### BARRIERS AND SYMPTOMS OF POOR INTERNAL COMMUNICATION



### 2.4.1

#### **SYMPTOM 1: POOR PROJECT 'BUY-IN'**

'Buy-in' or enthusiastic support for the Statewide Marketing Project across Victoria is low. For project success, 'buy-in' from library personnel and local councils is paramount.

Marketing concerns every individual within the public libraries. Everyone has the potential to influence the opinions of library users across the state, affecting the creation of positive WOM (Word of Mouth). Without the support of library personnel, a statewide project would ultimately fail.

At present, there is a view that the statewide marketing project is the responsibility of a nominated individual staff member within a library branch.

*"You may be better off talking with 'Joe Black', I won't be able to help you because I don't know much about it" (Metro Library Manager).*

In addition to internal 'buy-in', local government 'buy-in' has also not been achieved. Councils play an integral role in facilitating marketing by providing 70-75% of a library branch's funding base. There is a need for councils to be educated in the merits of a statewide marketing project and the value it brings to their local communities.

## 2.4.2

### **SYMPTOM 2: CONFUSION OF ROLES AND RESPONSIBILITIES**

The Statewide Advisory Committee and in-depth interviews clearly demonstrated that there is confusion surrounding 'roles and responsibilities' within the project structure. Confusion of roles and responsibilities leads to inefficient decision making and ineffective dissemination of marketing knowledge and project data.

To eliminate the current level of role confusion, the following questions must be clarified:

- What are we trying to achieve?
- Who is responsible for what throughout the structure of the project?
- What is the role of the Brand/Project Manager?
- Who should marketing information be presented to?
- Should marketing planning be left to the Brand Manager and the Project Coordinator?
- What role does the Marketing Advisory Committee play – in the past the committee used to lead initiatives, now they are '*simply a sounding board*' (committee member)
- Who is leading the project, providing direction and making the decisions?
- What level of reporting is expected?
- Who is accountable?

**Greater education at the Advisory Committee level, educating members about their roles and responsibilities is needed. The relatively high turnover rate of committee members means that valuable project knowledge and experience is lost. Strategies to retain this knowledge ie “project memory” are required.**

Due to the current structure and the uncertainty of roles, there is not one person who is solely responsible for championing the project. The Library Network Unit manages a heavy workload coordinating several Statewide projects.

### **REQUIREMENT:**

A position/role that aims to successfully keep the project 'top of mind' in the eyes of all stakeholders, to facilitate communication amongst stakeholders and to maintain the project's focus is needed.

**2.4.3.****SYMPTOM 3: LACK OF MARKETING KNOWLEDGE**

Greater education about professional marketing and the marketing project itself is paramount if project support is to be gained from key stakeholders. A wider knowledge of the project and its aims and objectives would provide library personnel with a greater appreciation and understanding of the project. Greater marketing knowledge would ensure more effective decision making and allocation of future project resources.

**REQUIREMENT:**

There is a basic need to educate stakeholders about Marketing to dispel the apparent confusion between Marketing and Promotions.

**Marketing is multi-faceted including:**

- Direct Marketing (Stakeholder Databases – library members, council members, local business contacts, schools etc )
- Relationship Marketing (marketing to existing library users)
- New customer marketing
- Customer Service and Service Quality
- Market Research
- Strategic Planning, Development & Implementation
- Events
- Promotions (promotional products such as pens, t-shirts, hats etc)
- PR
- Advertising (radio, print, TV, online, outdoor etc.)
- Partnerships & Sponsorships
- Word of Mouth
- Branding
- Feedback, Control & Evaluation
- E-marketing
- Signage & Access
- Market Orientation (all stakeholders being oriented towards satisfying the needs of the target audiences)
- Issues Management

Cont.

Cont.

Essentially, all of the tactical areas can be described as “**Reputation Management**”, but they need to be interdependent – each acting in concert with the others to present an impactful and response-driven message.

## **2.5 A MISSED INTERNAL COMMUNICATION OPPORTUNITY:**

In addition to determining the barriers and symptoms of poor internal communication, our analysis of the project’s internal communication revealed a missed opportunity.

**There is an opportunity for greater collaboration and communication between the six Statewide projects conducted by the State Library of Victoria.**

### **Statewide Projects (2003):**

- Training
- Marketing
- Writers On The Road
- Libraries Building Communities
- Collaborative Libraries Management System
- Vision Reference Support Service

Synergies across Statewide projects are not fully realised due a ‘project silo’ mentality.

Greater inter-project coordination would increase collaboration and partnership between projects; identify opportunities to leverage off statewide resources and projects; provide library personnel with an enhanced service. Duplication of efforts would be significantly lessened.

**Synergies across projects should be leveraged i.e.**

### **Training Synergies -**

Customer service development is currently the responsibility of the Statewide Training Project despite also being a significant dimension of marketing (refer to 2.4.3).

Cont.

Cont.

The Statewide Marketing and Training Projects would benefit from working collaboratively to achieve common goals eg. development of high levels of customer service within public libraries across Victoria.

### **Branding Synergies -**

Branding synergies exist across statewide project initiatives with '@ your library'. i.e. The Statewide Training Project - Effective Customer Service @ your library, Writers on the Road Statewide Project - John Grisham @ your library.

## **3. INEFFECTIVE RESOURCE ALLOCATION & STRATEGIC PLANNING**

Unsatisfied project objectives, duplication of website costs, ineffective targeting and the existence of unsuccessful communication tools costing over \$77,000 are indicative of ineffective resource allocation and strategic planning.

### **3.1. ANALYSIS OF PROJECT OBJECTIVES:**

The project's objectives were assessed to determine which objectives had been satisfied and which remained to be satisfied. Conclusions are based on a combination of the quantitative component of the surveys, in-depth interviews and Government statistics (see Appendix 3).

#### **UNSATISFIED PROJECT OBJECTIVES:**

- better communicate with/engage public library staff in *librariesvictoria* initiatives
- Raise awareness of the potential of public libraries with their local funding bodies
- Increase community awareness of public libraries
- To develop a positive brand attitude amongst 80% of library managers

- 65% of libraries using the librariesvictoria.net events function
- To reverse the recent downward trend in the statewide library membership figures, during 2001-2002.

The Department of Infrastructure's 'Annual Survey of Victorian Public Libraries 2000-2001' indicates that library membership has decreased as a percentage of the population since 1996-1997 (see Appendix 4). However, library usage (including the total number of visits and loans) has been generally on the rise since 1998.

#### **SATISFIED PROJECT OBJECTIVES:**

- To increase the capability of the public library network to deliver services statewide, in ways that libraries could not achieve locally.
- To increase interaction & collaboration between the State Library of Victoria and the public library network.
- To achieve 100% brand awareness amongst library managers by June 2001
- 80% of library services to be using promotional resources distributed by *librariesvictoria* by Feb/Mar 2003

#### **3.1.1 INCONCLUSIVE RESULTS:**

- The response from Key Library Personnel questionnaire was poor (12 responses). Therefore, the objectives specific to this group could not be adequately assessed. Statistically, definite conclusions could not be made from the results of such a small sample size (see Appendix 5).
- The objective 'to improve the image of public libraries throughout the state' was inconclusive.
- The satisfaction of non-user (public) objectives could not be determined as we do not consider the non-user research conducted in August, 2002 to be a sufficiently reliable methodology e.g.

- The focus group size of 5 participants consisting of metropolitan Melbourne library users and non-users was too small to make any reliable judgements.
- The results are subjective. The focus groups were conducted and evaluated by the consultancy firm managing the Statewide Marketing Project.
- The focus group methodology chosen to measure whether the project had satisfied its awareness objective was an inadequate choice.

The weakness of a focus group is that when one participant provides a response others are inclined to 'jump on the bandwagon'. This was illustrated in the public focus group after one respondent forwarded their response prompting the "*memories of others*" (Focus Group Research- Young Marginal Non-Users, August, 2002).

A more controlled methodology such as one-to-one interviews or controlled written surveys conducted by an independent agency would have been a more viable option to achieve valid and reliable responses.

### **3.1.2 THE PROJECT'S ACCOUNTABILITY MEASURES**

The project's accountability measures do not specifically address the identified Critical Success Factors (CSF's) (see 3.4) and existing library-users.

Expanding the current level of accountability measures to address the CSF's and existing library-users would enhance the comprehensiveness of the project's evaluation measures.

#### **REQUIREMENT:**

It is recommended that additional accountability measures address the following:

- Library user brand awareness
- Library user brand recognition
- Website awareness
- 1300 number awareness
- Library user awareness of the range of services available at a Victorian library
- Customer service of Victorian Public Libraries
- Internal communication
- Stakeholder 'buy-in'
- Clear strategy & branding



### 3.2. ANALYSIS OF COMMUNICATION TOOLS:

A statewide marketing project requires a substantial budget to 'cut through the communication clutter' faced by today's consumers. The 2002 resource base of \$264,000 has not satisfied project objectives. The \$64,000 decrease in the project's 2003 budget heightens the need for more effective allocation of communication resources.

There are two options for allocating communication resources;

1. The focussed approach - allocate resources to one communication medium
2. The integrated approach - utilise various forms of communication mediums to reach the target audience.

Despite the limited project resources, an integrated communications approach is the most appropriate method. Stanley & Milford adopted this approach.

2002 COMMUNICATION TOOLS	COST
Pens	\$11,632
A-frames	\$64,172
Royal Melbourne Show <ul style="list-style-type: none"> <li>• Branded t-shirts</li> <li>• Colouring sheets</li> <li>• Word scramble activity</li> <li>• Stand update</li> </ul>	\$3394
Bi-annual marketing seminars	May Seminar - \$10,360
Australia Scan (2001)	\$7980
10,000 Adult bookmarks (2003 budget)	\$1270
Shelf-talkers	\$2576.00
Ailse talker	\$759.00
Delivery of Community Service Announcements (TV, Print, Radio)	\$3587.70
Children's height chart	\$168 delivery + \$14,069
Style guide CD ROM	\$5012
PR	\$15991
Photo library CD ROM	\$1,115
4 banners	\$4,364
Web buttons	\$440
Royal Melbourne Show promotional material	\$3075

\*\*\* The development of the television, radio and print advertisements were debited from the 2001 budget.

Cont.

Cont.

The following pages provide an analysis of the major communication tools undertaken in 2002, namely, promotions; white pages; marketing seminars; Royal Melbourne Show; PR; Advertising; 1300 number and the *librariesvictoria* website.

### **3.2.1 PROMOTIONS:**

**Ineffective promotional products have cost the project approximately \$78,000.**

Three examples of promotional products that have not added value to the project are:

**A-frames** - *'last heard about them on 28 March via e-mail'.....'whenever we ask about the A-frames, we don't get any answers'* (library manager).

**Branded pens** - perceived as *'cheap and nasty', 'they didn't work', 'these pens appeared out of no-where one day, then I received an e-mail about them a week later'* (library personnel).

**Shelf-talkers** – *'without the promised support document we were left wondering what to do with them'* (library manager).

**Total cost = \$77,576**

### **3.2.2 WHITE PAGES:**

In 2002 the *librariesvictoria* entry in the White Pages cost \$45,000.

This figure covered metro and major regional directory listings. The entry included the *librariesvictoria* brand, the 1300 number, the web address and individual library branch listings.

As the effectiveness of the *librariesvictoria* listing can not be tracked, it would be advisable to keep entry costs to a minimum. The bulk of the \$45,000 cost is attributed to the individual library branch listings that are also listed under the individual council entries. Substantial cost savings would be achieved if the duplication of branch listings is avoided in future White Pages publications.

This approach is being undertaken for the 2003 White Pages *librariesvictoria* listing. The listing will not include individual branch entries, resulting in an approximate cost saving of \$30,000.

Cont.

The listing will include '*librariesvictoria*', the logo, the 1300 number, the web address and a forwarding reference to the individual local council entries in the metro and regional directories.

### **3.2.3 1300 NUMBER:**

Cost: approximately \$500 per month or \$6000 p.a.

The 1300 number was established in 1998 in response to market research that indicated public libraries were difficult to locate (2001/2002 Strategy Overview Report). On average, **38 libraries** are contacted via the 1300 free call number and **352 calls** are made each month.

Awareness of the 1300 number is poor as indicated by the library users surveyed for this review.

Despite its low usage, it is recommended that the 1300 number be increased on marketing materials. The 1300 number should be prominently positioned, enlarged, bolded or highlighted, developing libraries as 'user-friendly' and customer focussed.

### **3.2.4 MARKETING SEMINARS:**

These seminars are perceived to be providing local libraries with real value that can be used at the local level. The seminars have attracted a good cross-section of library staff across the state. 100% of participants found the seminar useful (Marketing Information Seminar Survey Report, Stanley & Milford, November, 2001).

### **REQUIREMENT:**

It is recommended that the frequency of such educational seminars be increased and expanded to non-metro regions.

### **3.2.5 ROYAL MELBOURNE SHOW (RMS):**

Feedback indicates that the event is a useful communication tool that aids in building awareness of public libraries in Victoria to young children and their parents. The *librariesvictoria* stand at the RMS has continued to improve incrementally from 2000.

It also provides library personnel with an opportunity to interact and exchange ideas with fellow public library colleagues.

Another spin-off activity is the opportunity for media coverage.

It is recommended that the Statewide Marketing Project continue to be involved in the RMS.

### **3.2.6 PUBLIC RELATIONS (PR):**

The Public Relations component of the project achieved acceptable levels of reach and awareness as evidenced by the activity reports prepared by JMM Communications (June, 2001) and in particular Jigsaw Strategies (May, 2002).

Effective use was made of a “personality” ie Rachael Berger and a wide cross-section of Victorian media was targeted.

Innovative use of “news pegs” was evident in the Jigsaw Strategies usage report. Public Relations is a vital part of the marketing mix of any campaign and the priority assigned to the medium varies depending on the nature and budget of the campaign. In this instance, we believe that Jigsaw Strategies performed well and delivered value for money.

### **3.2.7 ADVERTISING:**

The project has used a combination of press, radio and television advertising.

The format of the advertising has been Community Service Announcements (CSA's), providing substantial advertising cost savings. For example, **\$72,789** worth of television air-time was obtained during July, 2001 – July 2002.

The disadvantages of Community Service Announcements is the lack of control over their positioning. CSA's are often placed in low awareness positions or time-slots.

**For instance, *librariesvictoria* press advertising is often positioned on the bottom left hand side of the metropolitan papers – one of the most ineffective advertising spots in the main body of a newspaper.**

*librariesvictoria* advertising has had little impact on the public. Library users are largely unaware of any forms of advertising promoting libraries and have very poor brand recognition of the press ads.

- **PRESS ADVERTISING:**

Press advertising must achieve the following **5 attributes:**

1. Cut through the clutter
2. Appeal to individual needs
3. Imply a benefit
4. Create a response
5. Strengthen the brand.

Small ads as evidenced in the library campaign will always struggle to meet these attributes, particularly when based on such an esoteric creative model.

Viewed in isolation, the *librariesvictoria* press ads are easy on the eye and the wording is creative, yet the cluttered environment in which they appear in newspapers is not conducive to such a concept.

Libraries are a “people” – environment. This is not conveyed by the design. In addition, brand awareness is minimal. For an advertisement to impart a benefit and then create a response, it must cut through the clutter based on their size, placement and creative extension.

- **RADIO ADVERTISING:**

The radio commercials (3) reflect a contemporary positioning without excluding any specific target age group.

The effective mix of music and voice, however, is offset by an attempt to inject too much information, particularly given the limitations of a 30 second radio commercial. Compared to print and TV, radio is not an effective medium for conveying both a telephone number (particularly 10 digits) and a web address. Far better to mention only the telephone number and repeat it rather than add to the listener’s confusion by also mentioning the web address.

- **TELEVISION ADVERTISING:**

The project's TV advertisement is a very effective production, particularly in view of the limited budget.

However, any TV advertisement is only as good as its reach ie does it connect with a sizeable proportion of the target audience? Given the limited nature of the community service schedule assigned to the commercial it is doubtful whether sufficient members of the target audience actually saw it, particularly in sufficient repetition to create awareness levels.

The quandary for campaigns of this nature is always how to best spend limited dollars to achieve optimum audience reach. We concur with the agency's decision to seek community service placements rather than paid spots as the budget required to achieve awareness via TV would have been prohibitive. We caution, however, against expectation of a strong public response to the television aspect of the campaign.

### **3.2.8 WEBSITE:**

**The *librariesvictoria* website is an ineffective use of limited resources. The functionality of *librariesvictoria.net* is largely duplicated on the Victoria's Virtual Library site, decreasing the need to have two separate websites. Furthermore, the existence of the two sites creates confusion for both library personnel and users.**

*Librariesvictoria.net* was launched 23 April, 2001. It costs \$500 per month plus GST for website maintenance and support.

Public brand awareness of the *librariesvictoria* website is poor and expected utilisation figures of the 'events' function on the site have not been met.

The *librariesvictoria.net* site receives three times less site visits a month on average. The average number of *librariesvictoria.net* site visits per month is 1576 compared to 4920 visits at Victoria's Virtual Library website. Site visits indicate the number of unique visitors, regardless of whether they returned another time or not (*librariesvictoria.net* Administration report July, 2002). For a comparison of web statistics and an analysis of *librariesvictoria* accessibility, functionality & branding, see Appendix 6.

**It is recommended that the two sites be seamlessly integrated.**

The cost of management and maintenance of the *librariesvictoria.net* site would be covered by Vicnet who currently manage the Victoria's Virtual Library (VVL) site. Users of the *librariesvictoria* site would be redirected to a *librariesvictoria* branded section of VVL.

The initial integration outlay of between \$5000-\$10000 would be sourced from the Statewide Marketing Project budget and recovered within 12-18 months.

**Components of *librariesvictoria.net* that would be incorporated into Victoria's Virtual Library website are:**

1. Subscribe to library event email notification 2. Database of libraries comprising of: · Name and address of each library branch · Email address · Melways Ref · Website reference · Catalogue link	3. Database of events 4. Library locator via postcode and town/suburb
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### 3.3. INEFFECTIVE TARGETING:

The above communication tools aim to communicate with the project's primary target audience -'young marginal non-users' and the project's secondary target audience -library managers. Throughout the four years of the project, the project's impact on the various target audiences has been low.

#### 3.3.1 TARGET AUDIENCE EVOLUTION:

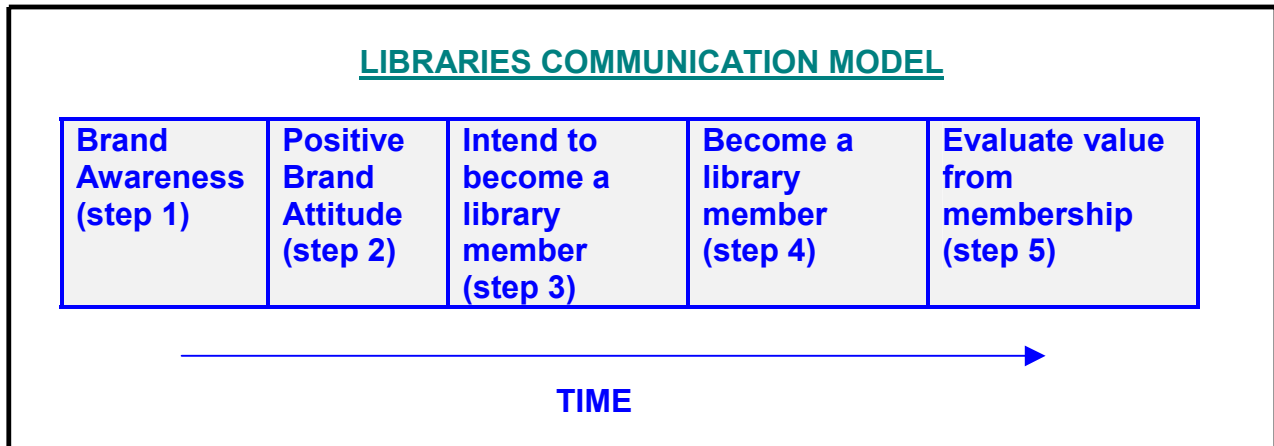
YEAR	TARGET AUDIENCE (TA)	EFFECTIVENESS
1998	18-29 Year old males	Low effectiveness
1999	<b>Primary:</b> 18-29 Year old males <b>Secondary:</b> 18-50 year old males and females	Low effectiveness
2000-2002	<b>Primary:</b> 20-39 year old non-users with positive attitudes towards libraries. This targeting is based on a report produced by the Department of Infrastructure " <i>Navigating the Economy of Knowledge</i> ", 1995. The report labeled this target audience as "Young-Marginal Non-Users" having the greatest propensity to increase library membership. <b>Secondary:</b> Library Managers	<b>Primary TA:</b> Low effectiveness – membership has continued to decrease  <b>Secondary TA:</b> Low to Medium effectiveness

(See Appendix 7 for a further explanation of the current primary target audience)

### **3.3.2 STEPS TO INCREASE MEMBERSHIP FIGURES:**

The ineffectiveness of the project's target audience strategy can be explained by understanding the steps that need to be taken in achieving increased membership across Victorian public libraries.

The 'Libraries Communication Model' below depicts the five steps that must be satisfied for library membership to increase.



**Result:** Our review indicates that the project's primary target audience, 'young marginal non-users' have not met the first step of the Libraries Communication Model - Brand Awareness.

A non-library user can not move along the Libraries Communication Model unless the previous step has been satisfied.

### **3.3.3 THE STEPS TO ATTRACT 'YOUNG MARGINAL NON USERS':**

The process of directly targeting 'young marginal non-users' is long-term oriented and can not be achieved on a \$200,000 marketing budget across the entire state. The targeting process encompasses five steps outlined below:

- Step 1:** Get their attention
- Step 2:** Educate them about the services available at libraries and alter their perceptions and attitudes towards libraries
- Step 3:** Communicate the benefits of joining a library
- Step 4:** 'Get them to act' – to enter a library
- Step 5:** Exceed their expectations, in turn creating an environment where WOM can flourish



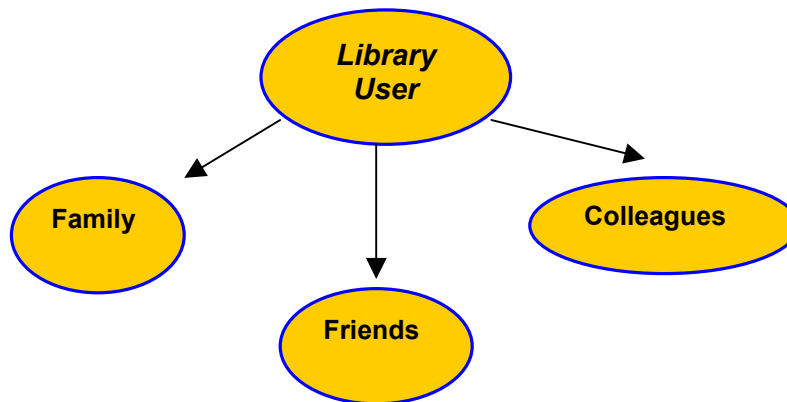
Cont....

**Moving through the 5 steps of the Libraries Communication Model (see 3.3.2):**

**A non-users journey through the steps of the Libraries Communication Model can be hastened with minimal cost through the use of existing library users. Word of Mouth is the most powerful promotional tool available to any marketer, especially in services marketing.**

If a satisfied existing library user informs a friend of the services available at their library, steps 1, 2 and 3 (brand awareness, positive brand attitude, intention to become a member) are satisfied simultaneously in a very cost effective manner.

A friend's word is more credible than any form of advertising could ever be. According to the Department of Infrastructure, 49.8% of Victorians are active library members (Annual Survey of Victorian Public Libraries, 2000-2001). Library services awareness and an increase in membership can be achieved by targeting existing users to create WOM throughout their personal network of friends and families.

**REACH OF EXISTING USER PERSONAL NETWORKS****3.3.4 THE BENEFITS OF CREATING POSITIVE WORD OF MOUTH (WOM) THROUGH EXISTING USERS ARE:**

- Members will educate friends, family, colleagues, creating a heightened awareness of library services
- Increased memberships across the state
- Increased image of public libraries across the state
- Promotion of library products and services

Cont....

Cont.

However, without a valuable service that is worth ‘talking’ about, limited WOM will be generated. Each individual library must determine what their strengths and points of differentiation are before ‘pushing’ that service to the personal networks of their library users.

The Statewide Marketing Project can effectively penetrate the existing library user base and increase awareness of library services by providing the public library network with marketing tools that are able to be customised at the local level. The tools must be perceived as being relevant and useful resources that add value to existing local marketing efforts.

### **3.3.5 TARGETING EFFECTIVENESS V’S COST:**

The logic behind focusing on targeting existing users can be further explained by reviewing the four available alternative target audiences to the Statewide Marketing Project in terms of **effectiveness** and **cost**.

The four options are:

1. Use the project’s resources to target ‘non library users’ (**Market Development**)
2. Use the project’s resources to target ‘existing library users’ to create positive word of mouth (**Market Penetration**)
3. Use the project’s resources to develop new services to attract non library users (**Diversification**)
4. Use the project’s resources to develop new services for existing users (**New Service Development**)

	Existing Services	New Services
Non Library Users	<b>MARKET DEVELOPMENT</b> (Option 1)	<b>DIVERSIFICATION</b> (Option 3)
Existing Library Users	<b>MARKET PENETRATION</b> (Option 2)	<b>NEW SERVICE DEVELOPMENT</b> (Option 4)

Cont.

A more comprehensive explanation of the 4-options follows:

### **OPTION 1. MARKET DEVELOPMENT**

Option 1 is the current option undertaken by the statewide marketing project. This option is not the most cost-effective option in terms of satisfying the project objectives. This option requires a substantial budget to move non-users through the steps of the Libraries Communication Model (refer to 3.3.2).

### **OPTION 2. MARKET PENETRATION**

With a limited budget, Option 2 is the most cost-effective method of achieving the project's objectives (ie. decreasing the downward trend in memberships, building awareness etc). Satisfying existing user needs, expanding their knowledge of what libraries have to offer and creating user excitement expedites the development of positive word of mouth. Positive WOM in turn builds awareness of libraries throughout the personal networks of existing users.

*Market Penetration reflects the views of some library personnel:*

*'It's best to put your efforts into existing markets, to strengthen them and have them **work for you** via positive word of mouth' (Library Manager)*

*"the Statewide Marketing Project budget has a very limited budget. This budget is even less than the previous year (\$200,000).....I believe it is better to market to existing users.....promote the fact that computer use is free to people who borrow books...or promote activities like story time to young families (Library Manager).*

### **OPTION 3. NEW SERVICE DEVELOPMENT**

Creating new services to retain existing users is the next cost-effective option after Option 2, Market Penetration. It is believed to cost ten times the amount to attract a new user than it does to retain one.

Cont:

Cont:

#### **OPTION 4. DIVERSIFICATION**

Creating new services to attract non-users would be less cost effective than Option 1. The costs include: service development costs, time, education to librarians and non-users of the benefits of the new service and extensive monetary costs to market the new service to non-users.

**Recommended Primary Target Audience = Existing Library Users**

**Recommended Secondary Target Audience = Library Managers**

### **3.4 HOW TO PREVENT THE INEFFECTIVE ALLOCATION OF RESOURCES**

**Ineffective resource allocation and strategic planning would be prevented if (1) Critical Success Factors and a (2) Clear Strategy were determined.**

A lack of effective resource allocation in critical areas has led to major project weaknesses in the areas of internal communication, stakeholder 'buy-in' and an inadequate understanding and acceptance of the project's strategy and branding.

#### **1. CRITICAL SUCCESS FACTORS:**

Critical Success Factors (CSF's) are commonly used tools that refer to the areas of a project that **must** be satisfied to ensure success. A project's effectiveness and efficiency can be achieved by focussing on satisfying critical success factors.

The Statewide Marketing Project's critical success factors are:

	<b>Critical Success Factor</b>
<b>CSF1</b>	<b>Clear branding and strategy</b>
<b>CSF2</b>	<b>Effective internal communication</b>
<b>CSF3</b>	<b>Stakeholder 'buy-in' (enthusiastic support for the marketing project)</b>

Cont.

The above CSF's have not previously been formally identified and documented. Consequently, the project has resulted in poor to average performances across all three critical success factors.

The CSF's should be incorporated in the project's objectives to ensure its future success and effectiveness (refer to 3.1.2)

## **2. CLEAR STRATEGY:**

***The Statewide marketing project is lacking a clear strategy.***

*A clear strategy is one that answers the following three questions:*

1. *Who are we?*
2. *Where do we want to go?*
3. *How are we going to get there?*

There is uncertainty about what the project's role is and what it is trying to achieve. Results indicate that library staff and some managers are unaware of the project's strategy and objectives.

Responses to the question "What are the project's objectives?" include:

<i>"I'm not currently clear"</i>	<i>"Don't know"</i>	<i>"Not sure....could not answer that without looking it up"</i>
<i>"This has not been made clear"</i>	<i>"?????"</i>	

(see Appendix 8 -Library Manager questionnaire, Part 1, Internal Marketing, Question 1)

The strategic questions; *who are we; where do we want to go; how are we going to get there?* must be clarified and disseminated amongst the Statewide Advisory Committee, the Library Network Unit, the Statewide Projects Steering Committee and the Public Libraries Network to avoid future misallocation of the project's limited resources.

In the past, the Statewide Marketing Project produced ineffective promotional material to combat stakeholder uncertainty and pessimism surrounding the strategic question of *how are we going to get there?* Tangible promotional materials were produced to satisfy public libraries demands to know where the project's resources were being allocated.

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The solution of providing tangible promotional materials was not effective in reducing the levels of uncertainty because the products generally did not satisfy stakeholder expectations ie. pens, A-boards, shelf-talkers. This problem could have been avoided if the Public Library Network had a clearer understanding of basic marketing principals, the marketing strategy and the project's objectives.

**Result:**

**Promotional materials have not satisfied the Public Library Network's expectations, fuelling uncertainty and scepticism of the management and usefulness of the Statewide Marketing Project and future marketing initiatives.**

## 9. RECOMMENDATIONS

The following recommendations address the three major issues identified in the review; ineffective branding, poor internal communication and ineffective resource allocation & strategic planning.

### 1. INEFFECTIVE BRANDING RECOMMENDATIONS

#### 1.1 ADOPTION OF '@ your library'

The recommended adoption of '@ your library' would render further use of the *librariesvictoria* brand as unnecessary.

The flexibility of '@ your library' would be adopted at the local level and customised to 'fit' the individual markets of the 237 public library branches across Victoria. Councils would use '@ your library' to promote the uniqueness of their local libraries and attract members of their community to the facility.

'@ your library' would also be adopted across Statewide Projects reinforcing it's flexibility whilst building internal statewide awareness of the campaign.

'@ your library' provides the project with an opportunity to adopt a workable and proven methodology. However, if not palatable to the library community in Victoria, a new branding system (i.e. flexible and relevant) is recommended.

#### 1.2 CHANGE MANAGEMENT PLAN

It is paramount that a change management plan be developed prior to the implementation of the '@ your library' campaign. An '@ your library' change management plan would help successful adoption across Victoria.

Resistance is part of the natural process of adapting to change. It is a common response by those who have a vested interest in maintaining the current situation and who wish to protect themselves from the perceived implications of the proposed change.

The proposed adoption of '@ your library' will inevitably create forces **for** and **against** the change. Given the disparate nature of the structure in Victoria, many forces against the adoption of '@ your library' will be unique to Victoria and are listed below.

### POTENTIAL IMPEDIMENTS TO THE CHANGE ARE:

- *Fear of the unknown*
- *The State Library of Victoria does not have an adequate level of influence over public libraries to ensure acceptance of the change. Without the support of the VICLINK executive, the '@ your library' campaign will fail.*
- *Over \$1million has been spent on the Statewide Marketing Project incorporating the librariesvictoria brand*
- *Dislike of the uncertainty and ambiguity surrounding the change to the '@ your library' campaign*
- *Potential loss of influence*
- *Perceived lack of skills to market the '@ your library' campaign at the local library level*
- *Lack of trust of State Library marketing initiatives at the local level*
- *Understanding why the change is necessary*
- *Emotional attachments to current marketing efforts*
- *Stakeholder branding and ownership issues*
- *Local Government resistance to adopt another 'logo' that may be perceived as further diluting their brand*
- *Increased funds allocated to the Statewide Marketing Project to implement '@ your library' will threaten resource allocation to other necessary Statewide Projects*
- *Pessimism towards the Marketing Project to deliver its promises*
- *Potential loss of stakeholder power base*
- *A lack of cross-pollination between key stakeholder groups could impede the successful implementation of the campaign*
- *Structure of the Victorian library network creates potential barriers to change and adoption*
- *Those with strong ties to the librariesvictoria brand will create some resistance to its demise*

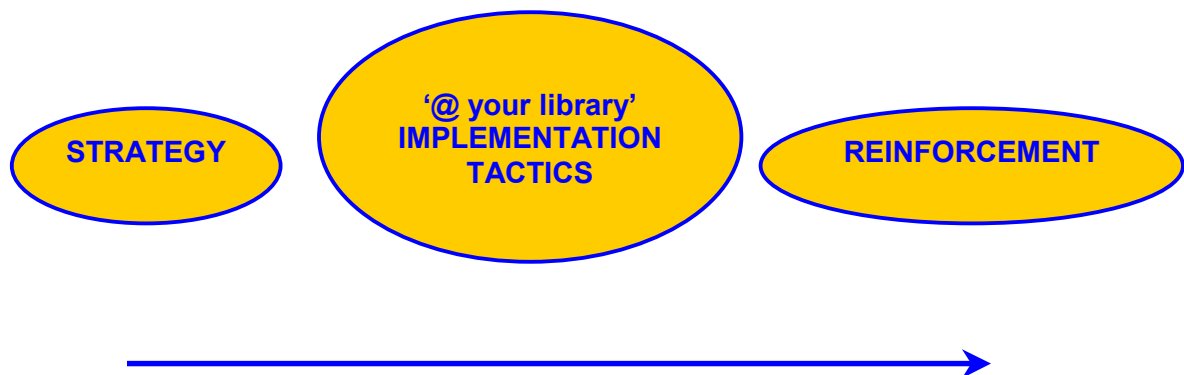
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The '@ your library Change Management Plan' would address the forces of resistance and to ultimately transform the forces **against** change into forces **for** change. The plan should be comprehensive, addressing the three main areas of any change management program:

1. Strategy – what do we want to achieve?
2. Tactics – how are we going to do it?
3. Reinforcement – maintain cohesion and commitment of library stakeholders by implementing tactics that reinforce the benefits of adopting '@ your library'.



## 2. POOR INTERNAL COMMUNICATION RECOMMENDATIONS

### 1.1 AN OUTSOURCED MARKETING MANAGER

It is recommended that an outsourced Marketing Manager be appointed to 'champion' the project, improve internal communication and to drive the overall strategy and '@ your library' campaign.

Three options are available to access the marketing expertise needed for the future success of the Statewide Marketing Project.

#### 1. Consultant (current situation)

A consultant is a marketing professional who provides strategic advice and support from their office (off-site). The marketing consultant visits the client's premises when requested by the client.

#### 2. Permanent Marketing Manager

A permanent marketing manager is a marketing professional who is employed full-time at the client's offices.

#### 3. Outsourced Marketing Manager

An outsourced marketing manager is a marketing professional who works on a fractional basis with the client 'on-site'. The outsourced marketing manager is provided with their own work area where they can focus on achieving the objectives of the client's project.

An overview of the 3 – options follows;

### OPTION 1: CONSULTANT

BENEFITS	DISADVANTAGES
<ul style="list-style-type: none"> <li>• Objective judgements and recommendations</li> <li>• Formal background in marketing and communications</li> <li>• Access to other external professionals within the industry</li> </ul>	<ul style="list-style-type: none"> <li>• An offsite consultant increases the difficulty of effectively communicating with the existing disparate group of stakeholders</li> <li>• Limited time is allocated to the project</li> <li>• Less efficient than an outsourced and an internal marketing manager</li> <li>• The current structure creates a feeling that an “outsider” is controlling the project</li> </ul>

### OPTION 2: PERMANENT MARKETING MANAGER

BENEFITS	DISADVANTAGES
<ul style="list-style-type: none"> <li>• A greater amount of time can be allocated to the marketing project</li> <li>• Increased contact between the project’s marketing manager and the public library network would be feasible under this model.</li> <li>• Greater respect to be gained as an ‘insider’.</li> <li>• Marketing professional to champion the project</li> <li>• Regular contact with various stakeholder groups, as opposed to the current limited contact with the Statewide Marketing Advisory Committee and the Project Coordinator</li> <li>• Opportunity for greater ‘buy-in’</li> <li>• A benefit of an ‘on-site’ marketing manager is that greater project support and efficiency can be achieved. When a long time Advisory Committee member was asked to describe their thoughts on the various models, the most pertinent difference with the on-site model was that it was <b><i>‘felt that she worked for you’</i></b> (Advisory Committee Member)</li> </ul>	<ul style="list-style-type: none"> <li>• High possibility of getting involved in internal politicking, increasing the likelihood of subjective judgements and recommendations.</li> <li>• Subjective recommendations lead to project ineffectiveness and inefficiency. As a result the limited funds available could be misdirected to satisfy internal needs as opposed to satisfying the projects objectives and targets</li> <li>• Higher costs than option 1 &amp; 3</li> <li>• Likely to be less experienced, skilled &amp; with no access to senior level strategic marketers.</li> </ul>

### **OPTION 3: OUTSOURCED MARKETING MANAGER**

The benefits of having an outsourced marketing manager mirror that of Option 2 - the Permanent Marketing Manager model with several exceptions. Employing an outsourced marketing manager eliminates subjectivity, the major disadvantage of a permanent marketing manager. Objective marketing judgements and recommendations can be upheld through the adoption of Option 3. It is imperative that the management of the Statewide Marketing Project remain objective if it is to successfully communicate to the various disparate stakeholder groups and gain their support.

It is recommended that a professional Marketing Manager is employed on a 0.4 or 0.6 basis to 'champion' the project and to improve internal communication and 'buy-in' from all stakeholders. This would also deliver cost savings over option 2 and would be achievable at no extra cost when compared to the system utilised throughout 2002.

It is recognised that this model has been adopted in the past. However, the major differences being that the proposed Marketing Manager would have high level qualifications in marketing (i.e. postgraduate), at least seven years experience and would work onsite at the State Library of Victoria as opposed to working within a local library.

The proposed Marketing Manager and the Convenor of the Statewide Marketing Advisory Committee would attend stakeholder meetings (eg. VICLINK, CPLG) improving the current level of communication and gaining internal support and 'buy-in'. The convenor would need to allocate time from their schedule for these meetings in addition to the monthly advisory committee meetings.

The onsite Marketing Manager would be integral in achieving the project's Critical Success Factors with the direct support of the marketing committee and its convenor.

Another advantage of a fractional appointment is that it 'buys' in a higher level of marketing expertise than would normally be affordable e.g. access to senior level strategic marketing skills normally beyond the client's budget.

## 2.2 CLARIFICATION OF ROLES

The clarification of roles and responsibilities of stakeholders in relation to the Statewide Marketing Project is needed to improve the communication flows between stakeholders and to increase the effectiveness of the project.

Documents that identify the channels of command and an individual's responsibility are recommended.

## 2.3 ENHANCED STAKEHOLDER INTERACTION

There is an opportunity for the convenor of the Statewide Marketing Project and the Brand/Project Manager to increase their involvement with key stakeholder groups eg. CPLG, VICLINK.

Greater interaction between the marketing project and key stakeholders would open up the channels of communication and would increase the likelihood of project 'buy-in' and support.

Face to face contact, although time consuming, keeps the marketing project 'top of mind' in the eyes of stakeholders. Stakeholders must be made to feel ***'part of the project'***. Without it, little support would be provided for any future marketing activities eg. 'implementation of @ your library'.

## 2.4 MARKETING EDUCATION WORKSHOPS

There is a need to enhance the current level of marketing education at the local level.

Greater levels of education would lead to a greater understanding and acceptance of future marketing activities, in turn, increasing the level of support for the project's marketing activities.

Half-day seminars at every library branch or even region is not economically feasible. However, a seminar held at an individual branch could be used to also educate surrounding library services. For example, a seminar held at Shepparton library would attract library personnel from at least three surrounding library regions.

10 half day marketing seminars @ \$1500 per seminar would be feasible. The marketing education seminars would be essential to successfully implement the '@ your library' campaign across Victoria.

### 3. STRATEGIC PLANNING & RESOURCE ALLOCATION RECOMMENDATIONS

#### 3.1 TARGETING OF EXISTING USERS

It is recommended that project resources be reallocated to target existing users of public libraries and library managers.

**Penetrating the existing users base to create positive Word of Mouth would be the most cost effective option available that would increase community awareness of public library products and services; increase usage and membership and improve the image of public libraries throughout the state.**

e.g. '@ your library's' flexibility allows for targeting of existing users and potential users in the community.

#### 3.2 INTEGRATE WEBSITES

It is recommended that the *librariesvictoria* website be integrated into the Victoria's Virtual Library website, managed by Vicnet. Once integrated the *librariesvictoria* site would be manipulated to reflect the '@ your library' campaign if it is to be adopted.

It is recommended that the site be managed by Vicnet – Online Projects, a subsidiary of the State Library of Victoria.

#### 3.3 MARKETING PLAN

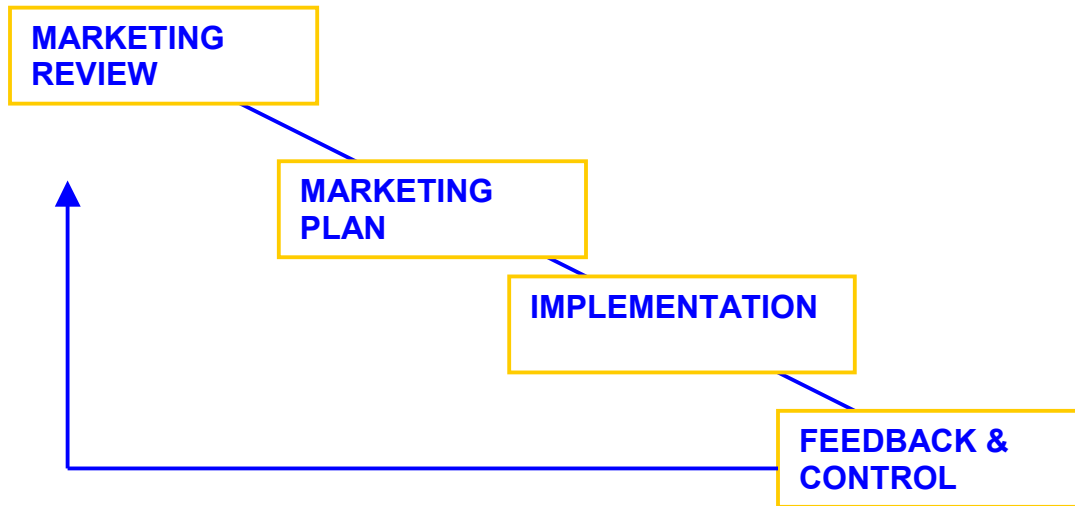
Development of a Marketing Plan in light of the key findings and recommendations outlined in the review should be the next phase of the marketing planning process.

Marketing Reviews are a starting point from which actions are developed. A marketing plan that highlights future performance criteria and measures is needed to monitor and control future marketing activity.

Cont.

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**A Marketing Review is an evaluation of marketing operations and should be completed prior to the development of a Marketing Plan:**



## 10. SUMMARY OF RECOMMENDATIONS

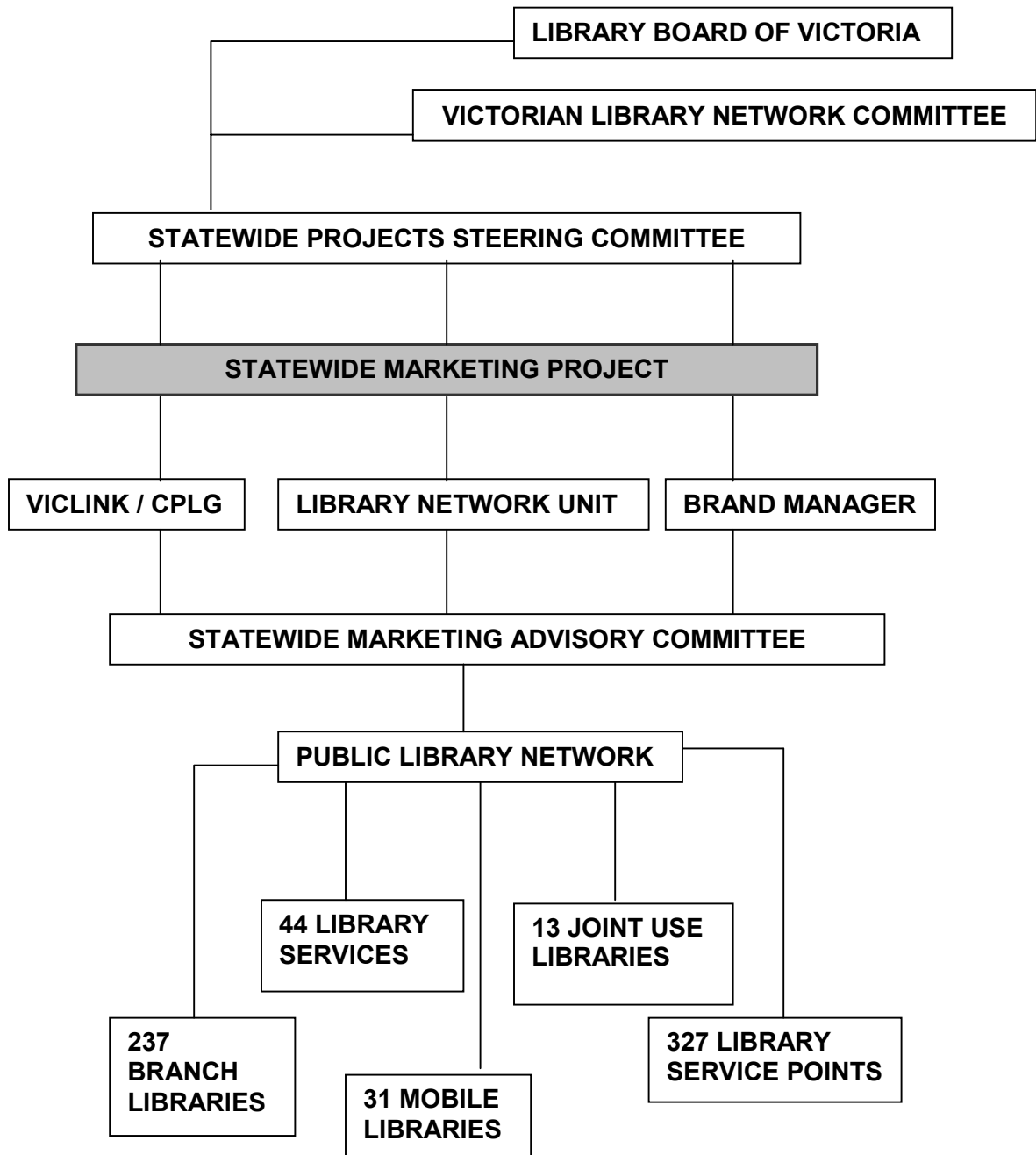
RECOMMENDATION	BENEFIT
<b>1. INEFFECTIVE BRANDING</b>	
Remove <i>librariesvictoria</i>	<ul style="list-style-type: none"> <li>• Less brand confusion</li> </ul>
Adoption of @ your library	<ul style="list-style-type: none"> <li>• Statewide 'buy-in' and support</li> </ul>
Change management plan	<ul style="list-style-type: none"> <li>• Successful implementation of '@ your library'</li> </ul>
<b>2. INTERNAL COMMUNICATION</b>	
Marketing education workshops	<ul style="list-style-type: none"> <li>• Increased understanding and appreciation of the Marketing Project</li> <li>• Increased 'buy-in'</li> <li>• Clearer understanding of project goals and strategies</li> </ul>
Communication – clarification of roles & greater stakeholder interaction	<ul style="list-style-type: none"> <li>• Efficient communication</li> </ul>
Outsourced Marketing Manager (onsite & fractional)	<ul style="list-style-type: none"> <li>• A project leader</li> <li>• Objectivity</li> <li>• Professionalism</li> <li>• Increased internal communication and 'buy-in'</li> </ul>
<b>3. STRATEGIC PLANNING &amp; RESOURCE ALLOCATION</b>	
Target existing users/members	<ul style="list-style-type: none"> <li>• Increased membership</li> <li>• Increased usage</li> <li>• Increased awareness of library products and services</li> </ul>
Integration of websites	<ul style="list-style-type: none"> <li>• Cost savings</li> <li>• Eliminates the confusion created as a result of two similar sites</li> </ul>
Marketing Plan	<ul style="list-style-type: none"> <li>• Marketing focus</li> <li>• Efficient implementation of key findings and recommendations outlined in the marketing review.</li> </ul>



## **11. APPENDIX**

- 1. Project structure**
- 2. Comparison of @ your library and *librariesvictoria* objectives**
- 3. Summary of library manager objectives**
- 4. Library membership statistics**
- 5. Summary of key library personnel objectives**
- 6. Website analysis:**
  - **statistics**
  - **functionality**
  - **accessibility**
  - **branding**
- 7. Summary of the project's current primary target audience**
- 8. Library manager questionnaire**
- 9. Key library personnel questionnaire**
- 10. Library user face to face survey**
- 11. Scaling questionnaire**

## APPENDIX 1: STATEWIDE MARKETING PROJECT STRUCTURE



## APPENDIX 2: COMPARISON OF OBJECTIVES

OBJECTIVES OF THE <i>LIBRARIESVICTORIA</i> BRAND:	OBJECTIVES OF THE @ YOUR LIBRARY CAMPAIGN:
<ul style="list-style-type: none"> <li>• To improve the image of public libraries throughout the State</li> <li>• To increase community awareness of public libraries</li> <li>• To promote library products, resources and services</li> <li>• To increase the capability of the public library network to deliver services statewide, in ways that libraries could not achieve locally</li> <li>• To better communicate with/engage public library staff in <i>librariesvictoria</i> initiatives</li> <li>• Raise awareness of the potential of public libraries with their local funding bodies</li> <li>• To increase interaction/partnering/collaboration between public libraries, the State Library of Victoria and the public library network</li> </ul>	<ul style="list-style-type: none"> <li>• Increase awareness and support for libraries by increasing the visibility of libraries in a positive context and by communicating clearly and strongly why libraries are both unique and valuable.</li> <li>• Increase library usage</li> <li>• Increase funding for libraries</li> <li>• Bring the entire library community together to speak with a unified voice</li> <li>• Update the image of libraries and librarians for the 21<sup>st</sup> century, sustaining and strengthening their relevance</li> <li>• Extend the reach of the national campaign to the local, state and regional levels.</li> </ul> <p>(source: Participant Manual, How to Market @ your library , March, 2001)</p>

## APPENDIX 3: PROJECT OBJECTIVES – LIBRARY MANAGER RESPONSES

SATISFIED OBJECTIVES	DESCRIPTION
1. To increase the capability of the public library network to deliver services statewide, in ways that libraries could not achieve locally.	58% of library managers believe this objective has been achieved.
2. To increase interaction & collaboration between public libraries, the State Library of Victoria and the public library network.	74% of library managers believe that this objective has been achieved.
3. To achieve 100% brand awareness amongst library managers by June 2001	Library managers have 100% brand awareness.
4. 80% of library services to be using promotional resources distributed by <i>librariesvictoria</i> by Feb/Mar 2003	This objective has been satisfied.
UNSATISFIED OBJECTIVES	DESCRIPTION
1. To better communicate with/engage public library staff in <i>librariesvictoria</i> initiatives	Internal communication is a major issue.
2. Raise awareness of the potential of public libraries with their local funding bodies	84% of library managers believe this has not been achieved.
3. To develop a positive brand attitude amongst 80% of library managers	30% have a positive brand attitude.
4. To reverse the recent downward trend in the statewide library membership figures, during 2001-2002.	The recent downward trend in memberships has continued.
5. 65% of libraries using the <i>librariesvictoria.net</i> events function for local event news and information	42% of libraries use the <i>librariesvictoria.net</i> events function.

Cont.

Cont.

UNDETERMINED	DESCRIPTION
1. To improve the image of public libraries throughout the state	Perplexed results from library managers across the state.

## APPENDIX 4: MEMBERSHIP STATISTICS:

### Members as a % of the population

Year	%
2000-2001	49.8
1999-2000	51.1
1998-1999	50.5
1997-1998	50.9
1996-1997	52.1

The Department of Infrastructure defines a library member as a person that has used the library within the past 3 years. According to the AustraliaScan Reports, 2001 & 2002, 56% of Victorians carry a library card. However, this does not indicate whether they have used a library over the past 3 years or not.

## APPENDIX 5: PROJECT OBJECTIVES – KEY LIBRARY PERSONNEL RESPONSES

OBJECTIVES	DESCRIPTION
1. To achieve 60% brand awareness by June 2001	Current level of brand awareness amongst library staff = 100%
2. To develop a positive brand attitude amongst 50% of library staff by June 2001	Just over half of the library staff respondents have a positive brand attitude.
3. 80% of library services to be using promotional resources distributed by <i>librariesvictoria</i> by Feb/Mar 2003	Utilisation of resources = 100%
4. 65% of libraries using the <i>librariesvictoria.net</i> events function for local event news and information. 2002-2003	42% of libraries use the <i>librariesvictoria.net</i> events function.

## APPENDIX 6: WEBSITE ANALYSIS

### VICTORIA'S VIRTUAL LIBRARY WEBSITE VISITOR STATISTICS:

Month	Daily Avg				Monthly Totals					
	Hits	Files	Pages	Visits	Sites	KBytes	Visits	Pages	Files	Hits
<a href="#">Oct 2002</a>	7988	4994	682	331	4883	706129	8629	17734	129845	207706
<a href="#">Sep 2002</a>	8039	4930	741	335	5348	1001395	10079	22230	147911	241195
<a href="#">Aug 2002</a>	8728	5319	835	357	5333	1245675	11078	25891	164909	270577
<a href="#">Jul 2002</a>	7868	4982	693	318	4822	1047270	9861	21487	154471	243931
<a href="#">Jun 2002</a>	6681	4363	571	283	4357	983037	8505	17158	130919	200431
<a href="#">May 2002</a>	8497	5374	704	343	5820	922120	10646	21851	166607	263412
<a href="#">Apr 2002</a>	8721	5796	744	334	5819	1906854	10036	22335	173881	261650
<a href="#">Mar 2002</a>	8074	5343	679	308	5681	3019393	9572	21052	165642	250316
<a href="#">Feb 2002</a>	7272	4647	651	292	4705	759977	8201	18245	130123	203634
<a href="#">Jan 2002</a>	6202	3935	524	256	4316	394602	7952	16258	122005	192285
<a href="#">Dec 2001</a>	5051	3295	459	219	3716	362008	6795	14249	102151	156593
<a href="#">Nov 2001</a>	6400	4188	523	257	4242	383282	7732	15703	125648	192009
<b>Totals</b>						<b>12731742</b>	<b>109086</b>	<b>234193</b>	<b>1714112</b>	<b>2683739</b>

### LIBRARIESVICTORIA.NET VISITOR STATISTICS:

Month	Daily Avg				Monthly Totals					
	Hits	Files	Pages	Visits	Sites	KBytes	Visits	Pages	Files	Hits
<a href="#">Oct 2002</a>	3717	2708	329	86	1349	176393	2236	8578	70431	96645
<a href="#">Sep 2002</a>	4198	2934	364	93	1605	222631	2807	10934	88023	125941
<a href="#">Aug 2002</a>	4300	3068	406	91	1570	232367	2837	12601	95110	133307
<a href="#">Jul 2002</a>	4321	3153	399	92	1620	223189	2853	12381	97768	133961
<a href="#">Jun 2002</a>	3512	2702	257	72	1355	164772	2166	7732	81081	105364
<a href="#">May 2002</a>	4265	3083	360	82	1721	216490	2552	11166	95603	132245
<a href="#">Apr 2002</a>	3926	2790	254	79	1750	163752	2392	7643	83700	117806
<a href="#">Mar 2002</a>	3958	2823	244	74	1638	174481	2298	7582	87521	122718
<a href="#">Feb 2002</a>	3815	2737	298	77	1519	172294	2173	8360	76641	106847
<a href="#">Jan 2002</a>	3591	2615	225	74	1704	153586	2304	6994	81065	111350
<a href="#">Dec 2001</a>	3089	2161	197	59	1502	136211	1847	6121	66991	95763
<a href="#">Nov 2001</a>	3622	2468	219	66	1587	165566	1984	6571	74063	108685
<b>Totals</b>						<b>2201732</b>	<b>28449</b>	<b>106663</b>	<b>997997</b>	<b>1390632</b>

Generated by [Webalizer Version 2.01](#)

### ***librariesvictoria* Functionality:**

- Contact details, opening hours, monthly events, link to library websites and online catalogues.
- How to join a library
- 1300 number
- E-mail update of events in your local library
- List of local libraries A-Z
- Access to library services websites and online catalogs
- Nearest mobile libraries (need explanation next to logo – enter suburb)

### ***librariesvictoria* Accessibility:**

#### **GOOGLE SEARCH ENGINE**

- VICTORIA LIBRARIES = 3<sup>rd</sup> listed site on 1<sup>st</sup> page of results. Victorian Virtual Libraries 2nd listed site on 1<sup>st</sup> page of results.
- VICTORIAN LIBRARIES = 1<sup>st</sup> listed site on 1<sup>st</sup> page of results. Victorian Virtual Libraries 2nd listed site on 1<sup>st</sup> page of results.
- PUBLIC LIBRARIES VICTORIA = 1<sup>st</sup> listed site on 1<sup>st</sup> page of results. Victorian Virtual Libraries 2nd listed site on 1<sup>st</sup> page of results.
- LIBRARIES VICTORIA = 2<sup>nd</sup> listed site on 1<sup>st</sup> page of results. Victorian Virtual Libraries 1<sup>st</sup> listed site on 1<sup>st</sup> page of results

#### **YAHOO SEARCH ENGINE**

- VICTORIAN LIBRARIES = no listing of either librariesvictoria or Victorian Virtual Website
- LIBRARIES VICTORIA = no listing of librariesvictoria or Victorian Virtual Website
- VICTORIAN PUBLIC LIBRARIES = no listing of librariesvictoria or Victorian Virtual Website
- LIBRARIESVICTORIA = 1<sup>st</sup> listed site on 1<sup>st</sup> page of results

#### **Goeureka SEARCH ENGINE**

- LIBRARIES VICTORIA = 1<sup>st</sup> listed site on 1<sup>st</sup> page of results but redirected via the old librariesvictoria URL. Victorian Virtual Libraries = 4<sup>th</sup> listed site on 1<sup>st</sup> page of results
- VICTORIAN LIBRARIES = no listed result on 1<sup>st</sup> page of results. 17<sup>th</sup> listing on page 2 of results. Victorian Virtual Libraries = 2nd listed site on 1<sup>st</sup> page of results
- PUBLIC LIBRARIES VICTORIA = 1<sup>st</sup> listed site on 1<sup>st</sup> page of results but redirected via the old librariesvictoria URL.
- VICTORIAN LIBRAY = Not available on first 3 pages of results containing 45 sites.



### MSN SEARCH ENGINE – [WWW.NINEMSN.COM.AU](http://WWW.NINEMSN.COM.AU)

- LIBRARIES VICTORIA = 1<sup>st</sup> listed site on 1<sup>st</sup> page of results but redirected via the old librariesvictoria URL.
- VICTORIAN LIBRARIES = Not available on first 3 pages of results containing 45 sites.
- PUBLIC LIBRARIES VICTORIA = 1<sup>st</sup> listed site on 1<sup>st</sup> page of results but redirected via the old librariesvictoria URL.
- VICTORIAN LIBRARY = Not available on first 3 pages of results containing 45 sites.

### Branding:

Three brands exist on the website – *librariesvictoria*, Victoria state logo, Victoria's Virtual Library.

## APPENDIX 7: SUMMARY OF THE PROJECT'S CURRENT PRIMARY TARGET AUDIENCE (TA)

<b>TA Attitudes:</b>	Highly positive attitudes towards libraries as a cultural and informational hub in society Believe that they are not outdated institutions and believe they are important for recreation and leisure Just need reminding about how libraries can be relevant in their lives today
<b>TA Demographics:</b>	20-39 Low to medium income Male and Female (slight female skew) 12% of the population
<b>TA Psychographic:</b>	Have youthful cultural preferences. TA can be described as the 'libraries are essential and should be free group'
<b>TA Past Usage:</b>	Highest rate of usage of libraries in the past 5-10 years (with half having used a public library in the past 6-10 years) Greatest childhood use of libraries
<b>Source:</b>	Proposed Strategy & Tactics 2001/2001

## APPENDIX 8: LIBRARY MANAGERS QUESTIONNAIRE

At a Viclink workshop held in Ballarat in April 2002, senior management from metropolitan regional and rural library services agreed that the Statewide Marketing Project, *librariesvictoria*, should be reviewed. As a result, ADSHAN Consulting Group has been commissioned to evaluate the project.

The following questionnaire has been designed for library managers/CEO's to provide input into the effectiveness and value of the project.

**The two-part questionnaire will take approximately 15- 20 min. to complete PART 1 and approximately 5 min. to complete PART 2.**

**All responses are confidential. Please type your answers under each question. When completed, save the document and e-mail it to the below address as an attachment.**

**ADSHAN e-mail:   sharonk@adshan.com.au**

### PLEASE NOTE:

Mark the yes/no boxes by placing your cursor in the box and inserting an 'x'.

eg. 

x
---

HOW WOULD YOU DESCRIBE YOUR ROLE?

---

REGIONAL /RURAL / METROPOLITAN LIBRARY? \_\_\_\_\_

## **PART 1:**

### **MACRO ENVIRONMENT of VICTORIAN LIBRARIES**

1. What demographic/ technological/lifestyle changes have created opportunities for Victorian libraries?
2. What demographic/ technological/lifestyle changes in society have created threats for Victorian libraries?
3. What action has been taken in response to these demographic/ technological/lifestyle opportunities and/or threats?
4. What is the attitude of the public towards Victorian libraries?
5. What are library users needs?
6. Which library user segment are the major users of libraries? eg. teenagers, students, families, mothers, adult males, elderly, young children etc.

### **INTERNAL MARKETING**

1. What are the objectives of the Statewide Marketing Project?
2. Is the role of service in public libraries effectively communicated to library staff (e.g. through channels such as the Statewide Projects Newsletter)?
3. Is training in customer service in libraries available (e.g. via Marketing Seminars or through the Statewide Training Program)?
4. Does the Statewide Marketing Project conduct systematic research to reveal library staff attitudes, concerns and requirements in terms of library marketing?
5. Are library staff who provide excellent service recognised in internal Statewide Marketing Project communications?

<b>USE OF <i>LIBRARIESVICTORIA</i></b>
--

1. Are you aware of the *librariesvictoria* brand?

YES ☐ NO ☐

2. The *librariesvictoria* brand has been a success.

Strongly Agree ☐ Agree ☐ Unsure ☐ Disagree ☐ Strongly Disagree ☐

3. Do you use promotional resources from Statewide Marketing Project in your library?

YES ☐ NO ☐

4. Does your library use the *librariesvictoria.net* events function for local event news and information.

YES ☐ NO ☐

5. Are you currently actively engaged in statewide marketing activities?

YES ☐ NO ☐

6. Do you believe that Statewide Marketing Project initiatives are successful in attracting new members to your library?

YES ☐ NO ☐

7. Does the Statewide Marketing Project increase interaction/partnering/collaboration between public libraries, The State Library of Victoria and the Public Library Network?

YES ☐ NO ☐

8. Has the image of public libraries throughout the State improved as a result of the Statewide Marketing Project initiative?

YES ☐ NO ☐

9. Does the Statewide Marketing Project increase the capability of the public library network to deliver services statewide, in ways that libraries could not achieve locally?

YES ☐ NO ☐

10. Does the Statewide Marketing Project raise awareness of public libraries with your local funding bodies?

YES ☐ NO ☐

#### **MARKETING ORIENTATION of VICTORIAN LIBRARIES**

1. In what ways does the Statewide Marketing Project attempt to reduce the uncertainties and/or negative perceptions of non-library users?
2. Do Statewide Marketing Project staff and promotions reinforce the messages designed to reduce non-library user uncertainty/negative perceptions?
3. Using your local knowledge, what percentage of new library memberships derive from Statewide Marketing Project initiatives at your library?
4. What percentage of new library memberships derive from Word of Mouth or referrals at your library?
5. Thinking of the Statewide Marketing Project, is the importance of customer service effectively communicated to library staff?

#### **MARKETING ORGANISATION**

1. What are the strengths of the Statewide Marketing Project?
2. What are the weaknesses of the Statewide Marketing Project?
3. Does the Marketing Advisory Committee devote enough attention to encourage and aid all library employees to be 'marketers'?

4. Is communication between various marketing project stakeholders eg.(Library Network Unit, Viclink, Marketing Steering Committee & the Marketing Advisory Committee) well coordinated to ensure marketing success?
5. Are libraries capable of delivering on the advertising claims made by the Statewide Marketing Project to attract new users?
6. Are formal Statewide Marketing Project strategies in place to effectively market to existing library users at your library?
7. Are sufficient marketing resources devoted to existing members through the Statewide Marketing Project?
8. If there any other issues/concerns/feedback that would benefit this review, please provide your comments below.....

## **END PART 1**

## **PART 2:**

**1. To what extent do the managers of the Statewide Marketing Project eg. (Library Network Unit, Advisory Committee, Brand Manager and the Steering Committee), recognise the need to organise the Statewide Marketing Project to satisfy specific market demands?**

The Statewide Marketing Project markets Victorian libraries to all Victorians. ☐

The Statewide Marketing Project attempts to serve a wide range of Victorians with equal effectiveness ☐

The Statewide Marketing Project focuses on specific target markets (eg.18-39 year olds) in order to maximise growth. ☐

**2. Does the Statewide Marketing Project adopt a systems approach to planning with recognition being given to the interrelationships between the environment, suppliers and library users?**

Not at all; the project focuses solely upon its existing library users ☐

To some extent, the majority of its effort goes into serving its existing library users. ☐

Yes. The Statewide Marketing Project recognises the various dimensions of the marketing environment and attempts to reflect this in the marketing project by taking into account of the threats and opportunities created by change within the system. ☐

**3. To what extent is the marketing project tailored to the needs of different library market segments?**

Not at all ☐

To some extent ☐

To a very high degree ☐

**4. To what extent does the Statewide Marketing Project attempt to control and integrate major marketing activities?**

Not at all. No real attempt is made to integrate or control activities and conflict between areas of marketing exists.

☐

To a limited degree, although the levels of control and coordination are generally unsatisfactory.

☐

To a very high degree with the result that all marketing activities work together well.

☐

**5. What sort of relationship exists between the Statewide Marketing Advisory Committee and library managers and staff and other internal stakeholders?**

Generally poor, with frequent complaints being made that the marketing committee is unrealistic in its demands

☐

Generally satisfactory, although the feeling exists that each stakeholder is intent on serving its own needs

☐

Overall very good, with internal stakeholders working together well in the interests of Victorian libraries as a whole.

☐

**6. How frequently is market research of library users and non-users and library managers conducted by the Statewide Marketing Project?**

Seldom, if ever

☐

Occasionally

☐

Regularly and in a highly structured way

☐



**7. To what extent is the Statewide Marketing Project aware of the potential of different market segments, users and territories?**

Not at all

☐

To some degree

☐

Very well

☐

**8. What effort is made to measure the Statewide Marketing Project cost effectiveness of different levels and types of marketing expenditure?**

None at all.

☐

Some, but not in a regular and structured way

☐

A great deal.

☐

**9. How formalised in the Statewide Marketing Project marketing planning process?**

There is no formal marketing planning.

☐

An annual marketing plan is developed.

☐

A detailed annual marketing plan and a long-range plan is developed and is updated annually.

☐

**10. What is the quality of the thinking that underlies the current Statewide Marketing Project marketing strategy?**

The current strategy is unclear.

☐

The current strategy is clear and is largely a continuation of earlier strategies.

☐

The current strategy is clear, well argued and well developed.

☐

**11. To what extent is contingency thinking and planning adopted?**

Not at all.

☐

There is some contingency thinking but this is not incorporated into a formal planning process.

☐

A serious attempt is made to identify the most important contingencies, and contingency plans are then developed.

☐

**12. How well is marketing communicated down the line?**

Very badly.

☐

Reasonably well.

☐

Extremely successful.

☐

**13. Does the Statewide Marketing Project do an effective job with the resources available?**

No. The resource base is inadequate for the objectives that have been set.

☐

To a limited extent. The resources available are adequate but are only rarely applied in an optimal manner.

☐

Yes. The resources available are adequate and managed efficiently.

☐

**14. Does the Statewide Marketing Project respond quickly and effectively to unexpected developments in the marketplace?**

No. Market information is typically out of date and management responses are slow.

☐

To a limited extent. Market information is reasonably up to date, although management response times vary.

☐

Yes. Highly efficient information systems exists and management responds quickly and efficiently.

☐

**END PART 2**

## APPENDIX 9: KEY LIBRARY PERSONNEL QUESTIONNAIRE

At a Viclink workshop held in Ballarat in April 2002, senior management from metropolitan regional and rural library services agreed that the Statewide Marketing Project, *librariesvictoria*, should be reviewed. As a result, ADSHAN Consulting Group has been commissioned to evaluate the project.

The following questionnaire has been designed for KEY LIBRARY PERSONNEL involved with marketing and promotion to provide input into the effectiveness and value of the project.

**The questionnaire will take approximately 15 min. to complete.**

**All responses are confidential. Please type your answers under each question. When completed, save the document and e-mail it to the below address as an attachment.**

ADSHAN e-mail: [sharonk@adshan.com.au](mailto:sharonk@adshan.com.au)

### PLEASE NOTE:

Mark the yes/no boxes by placing your cursor in the box and inserting an 'x'.

eg. 

x
---

HOW WOULD YOU DESCRIBE YOUR ROLE?

---

REGIONAL /RURAL / METROPOLITAN LIBRARY? 

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### MARKETING ORIENTATION of VICTORIAN LIBRARIES

1. What improved knowledge of library members would assist you to deliver a more efficient service?
2. List reasons why non-library users do not use library services.
3. In what ways does the Statewide Marketing Project attempt to reduce the uncertainties and/or negative perceptions of non-library users?
4. From your experience, what percentage of new library memberships derive from Statewide Marketing Project initiatives?
5. From your experience, what percentage of new library memberships derive from Word of Mouth or referrals?
6. Is marketing viewed as everyone's role within your library?

YES ☐ NO ☐

7. Thinking of the Statewide Marketing Project, is the role of customer service effectively communicated to all library staff?

YES ☐ NO ☐

### MACRO ENVIRONMENT of VICTORIAN LIBRARIES

1. What demographic/ technological/lifestyle changes have created opportunities for Victorian libraries?
2. What demographic/ technological/lifestyle changes in society have created threats for Victorian libraries?
3. What action has been taken in response to these demographic/ technological/lifestyle opportunities and/or threats?
4. What is the attitude of the public towards Victorian libraries?
5. What are library users needs?

6. Which library user segment are the major users of your library? eg. teenagers, students, families, mothers, adult males, elderly, young children etc.

### MARKETING ORGANISATION

1. What are the strengths of the Statewide Marketing Project?

2. What are the weaknesses of the Statewide Marketing Project?

3. Does Statewide Marketing Project devote enough attention to encourage and aid all library employees to be 'marketers'?

YES ☐ NO ☐

4. Are formal Statewide Marketing Project strategies in place to attract new library users at your library?

YES ☐ NO ☐

5. Is your library capable of delivering on the advertising promises made by the Statewide Marketing Project advertising campaign to attract new members?

YES ☐ NO ☐

6. Are formal Statewide Marketing Project strategies in place to effectively market to existing library members?

YES ☐ NO ☐

7. Are sufficient project resources devoted to existing library members?

YES ☐ NO ☐

8. Are your new members asked why they wish to join the library?

YES ☐ NO ☐

9. Are your new members asked what prompted them to join the library? ie. radio, print advertising, referral etc.

YES ☐ NO ☐

### INTERNAL MARKETING

1. What are the objectives of Statewide Marketing Project?

2. Is the role of service in public libraries effectively communicated to library staff (e.g. through channels such as the Statewide Projects Newsletter)?

YES ☐ NO ☐

3. Is training in customer service in libraries available (e.g. via Marketing Seminars or through the Statewide Training Program)?

YES ☐ NO ☐

4. Is systematic research/ focus groups conducted by the Statewide Marketing Project to reveal library staff attitudes, concerns and requirements in terms of library marketing?

YES ☐ NO ☐

5. Are library staff who provide excellent service recognised in internal Statewide Marketing Project communications?

YES ☐ NO ☐

6. Are you aware of the *librariesvictoria* brand?

YES ☐ NO ☐

7. The librariesvictoria brand has been a success.

Strongly Agree ☐ Agree ☐ Unsure ☐ Disagree ☐ Strongly Disagree ☐

8. Do you use promotional resources from the Statewide Marketing Project in your library?

YES ☐ NO ☐

9. Does your library use the **librariesvictoria.net** events function for local event news and information.

YES ☐ NO ☐

10. Are you currently actively engaged in statewide marketing activities?

YES ☐ NO ☐

11. Do you believe that Statewide Marketing Project initiatives are successful in attracting new members to your library?

YES ☐ NO ☐

12. If there are any other issues/feedback/thoughts that would be beneficial in this review, please make your comments below.....

## APPENDIX 10: LIBRARY USERS FACE TO FACE SURVEY

**SEX:**

**AGE:**

**FREQUENCY OF LIBRARY VISITS:**

### SECTION 1: SERVICE QUALITY

- How would you describe library facilities? Eg. modern, out of date etc.
- How would you describe library staff?
- What do you come to the library for?

#### RESPONSIVENESS

- How responsive is the library to requests for service?
- How willing are library staff willing to assist library users?

#### ASSURANCE

- Are library users confident that staff can fulfil their requests and queries?
- Are library staff courteous?

#### SERVICE AWARENESS

- List all the services that libraries offer its members.



<b>SECTION 2: BRAND AWARENESS</b>
-----------------------------------

- Are you aware of any advertising for libraries? If yes, list them.
- **Are you aware of a logo that represents all Victorian libraries?**
- (Show logo) Have you seen the *librariesvictoria* logo previously?
- If yes, where did you see it?
- (Show advertisements) Have you seen any of these *librariesvictoria* ads previously?
- If yes, where did you see it?
- Are you aware of the *librariesvictoria* 1300 number?
- If yes, have you used it? How would you rate the service? Useful?
- Are you aware of the *librariesvictoria* website?
- If yes, how did you find out about the website eg. search engines, friends, advertising etc.
- Is the website easy to navigate?
- Did you find what you were looking for?

### **ADDITIONAL COMMENTS AND FEEDBACK**

## APPENDIX 11: STATEWIDE MARKETING PROJECT SCALING QUESTIONNAIRE

At a Viclink workshop held in Ballarat in April 2002, senior management from metropolitan regional and rural library services agreed that the Statewide Marketing Project, *librariesvictoria*, should be reviewed. As a result, ADSHAN Consulting Group has been commissioned to evaluate the project.

The following questionnaire has been designed for Senior Management (Statewide Advisory Committee, Marketing Steering Committee, Library Network Unit) to provide input into the effectiveness and value of the project.

**The questionnaire will take approximately 10 min. to complete. All responses are confidential.**

You are asked to answer a series of statements about statewide marketing planning. Please try to be as accurate and objective as possible.

**You score the questionnaire by providing a number from 1- 5, only in the highlighted box next to each statement.**

Scaling of scores:

1	2	3	4	5
Strongly disagree	Disagree	Don't know	Agree	Strongly agree

	A	B	C	D	E
1. Library managers are trained to understand how the statewide marketing planning process operates.					
2. The statewide marketing plan is a useful document					
3. Enough time is allowed for the planning process					
4. It is made easy for library managers to understand the plan.					
5. Statewide marketing planning is well resourced					
6. It is reasonable for the Victorian network of public libraries to have a marketing plan.					
7. Reasons for past success or failures are analysed.					
8. We don't leave statewide marketing planning just to the planners; library managers and other internal stakeholders have a valuable contribution to make.					
9. There is a clear understanding of the marketing terminology used in the Statewide Marketing Project.					
10. Market opportunities are highlighted by the statewide marketing planning process.					

	A	B	C	D	E
11. Library managers contribute to the statewide marketing planning process.					
12. Library staff operate in such a way that is supportive of the Statewide Marketing Plan.					
13. The Statewide Marketing Plan demonstrates a high awareness of the 'macro' or external issues facing us.					
13. There is a high awareness of 'micro' or internal issues in the Statewide Marketing Plan.					
14. The Statewide Marketing Plan recognises that in the short term we have to match our current capabilities to the market opportunities					
15. Library Marketing planning is a priority issue					
16. The 'advocates' of correct marketing planning are senior enough to make sure it happens.					
17. People are always given clear instructions about the nature of their expected contribution to the marketing plan.					
18. Promotions/Marketing library personnel try to make data collection and retrieval as easy as possible.					
19. Our Statewide Marketing Plans do not go into great detail, but usually give enough information to make any necessary point.					
20. The role of specialists is made quite clear in our planning process.					
21. We are always prepared to learn any new techniques that will make our marketing planning process more effective.					
22. Market research is often used as inputs to our marketing planning process.					
23. Our marketing is regularly evaluated in attempt to continually improve.					
24. The Marketing Advisory Committee receives information that enables them to assess whether or not the Statewide Marketing Plan is coming to fruition as expected.					

**NOTE:**

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