PROMOTION OF THE LIBRARY AND ITS SERVICES: AN ANALYTICAL REVIEW

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ABSTRACT

Malay manuscripts which are inherited from generations past, represent an important part of the cultural wealth of the Malay people, embodying their thinking and culture, and are recognized as well as accepted as the documentary heritage of the nation. Manuscripts residing in the homes of individuals are sometimes inaccessible for tracing and documentation and present a challenge in building a comprehensive database. There is also an urgent need to conduct a study and transliterate Malay manuscripts as it is written in old Malay language. Information and communication technology enables manuscript to be accessed globally. Institutions are therefore urged to collaborate in implementing digitization projects at regional level. Cooperation is also welcomed in areas of preservation of non-paper based manuscripts. It is envisaged that regional cooperation will endorse the significance of Malay manuscripts and affirm its place as an important source of research and information in the dawn of a new era.

INTRODUCTION

It is now uncommonly accepted, in the field of library and information science, that all libraries engage in some form of marketing and promotional activities. In an era of ever-diminishing resources and rapid technological advancement that may put a library in a 'make it or break it' situation, effective promotion and marketing of its services has become aggravatingly vital to its very survival and existence.

In recent years, the role of marketing in library management is given increasing attention from professionals and scholars of library science (Murphy, 1991). In a 1978 review on information marketing, Freeman and Katz commented that while marketing principles were routinely used in the profit sector, "the task of applying such principles in non-profit libraries and information services has just begun." Since that time the literature on the subject has tended to concentrate in three major areas: the theoretical and descriptive rather than evaluative, the public and academic libraries, and finally on one aspect of marketing, specifically promotion.

The statement is further augmented by Tucci's overview of information marketing that "marketing principles are gaining recognition in the information arena, [although] a great deal remains to be achieved" (Tucci, 1988).

This is a far cry from the scenario two decades ago, in which the literature devoted to library marketing, particularly with regard to academic libraries, was "virtually nonexistent" (Murphy, 1991).

Murphy elaborated that most library managers have not given any recognition to the role of marketing for libraries although there were libraries that implemented sprinkling fractions of marketing principles and techniques, especially in the area of public relations.

Now, the paradigm and practice of libraries are shifting towards a healthy and growing awareness, as well as realization of the need to market the library and its services more effectively. As implied by Wood (1984) and Ojiambo (1994) respectively, "marketing can help librarian and information staff to upgrade their reputation, both within their organizations and as a profession within society" as it is "an aspect of management [that] enables library and information managers to know and understand the needs of their clients. This knowledge will help them to make good management decisions, which will in turn help in providing services to clients more efficiently and effectively."

The term marketing, whether applied by profit or non-profit organizations, is very broad in meaning. It simply represents a process that begins from identifying the customer needs and requirements, and then attempting to meet those needs. Promotion is one of the final steps in the marketing process. However, decades of confusing rhetoric have clouded the meaning and opportunities that this set of activities offers to the library manager (Weingand, 1998, p.127). Marketing and promotion are two terms which are always used interchangeably by laymen. However, there are distinctive differences between the two.

It is the intent of the writer to focus this paper on promotion as an

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integral aspect of library marketing. Blaise Cronin in a paper presented at the Aslib conference in 1981 clearly revealed that there is something more than meets the eyes where promotion is concerned. In his own words:

"Promotion at the practical level can draw upon an infinite variety of techniques, tactics, materials and media, which can in turn be scaled to whatever level of sophistication is desired, or can be afforded, but promotion [in its authentic essence], is something more than the sum of these means and methods. Promotion is not just another library activity, discrete and intermittent like cataloguing or classification; ideally it is a reflection of a particular management style, or philosophy of presentation, which can, and indeed should, permeate the library service and all it does...Promotion, in the broadest and most generous sense of term, includes the ability to anticipate social or organizational change, to interpret the implications of such change, and to convert this awareness to one's own advantage" (Cronin, 1981, p. 383).

Therefore, the writer sees the needs to raise certain issues regarding the promotion of the library, particularly with relation to the developments in the new age of information technology and cyberspace. To come to terms with the trends and developments in this area, it is undoubtedly important to know the definitions and misconceptions with regards to library promotional activities, historical background of library promotion, its role in the information marketplace, the tools and techniques of promotion in different library settings, as well as the planning, designing, and implementing of these activities.

DEFINITIONS AND MISCONCEPTIONS WITH REGARD TO PROMOTIONAL ACTIVITIES

When the word 'promotion' is mentioned, the first few things that may come to mind will probably be advertisements, publicity campaigns, sales promotion, discounts and premiums. These are related to promotion but they do not constitute promotion as a whole. The term 'promotion' is also equivocal in a way that people tend to confuse it with marketing and public relations (Condous, 1983; Dimick, 1995).

To differentiate between the three terms, St. Clair (1990) referred the definition of public relation from A Guide to Public Relation for Your Library, which defined public relations as an attempt "to influence public opinion by conveying information that benefits the library through a variety of techniques that will result in favorable publicity..." He took Lawraine Wood's definition of marketing, which is a "planned approach to identifying, attracting, serving and gaining support of the specific user groups in a manner that furthers the goals of the library and the organization which it supports." According to him, promotion seems to combine marketing and public relations.

There are numerous definitions for the term promotion by prominent scholars. Kotler and Armstrong, two renowned scholars in the field of marketing, defined promotion as the "activities that communicate the merits of [a] product and persuade target customers to buy it" (1996, p.49). They further elaborated that such communication programs are called promotion mix, which consists of the "specific blend of advertising, personal selling, sales promotion and public relations tools that [a] company uses to pursue its advertising and marketing objectives" (p.461).

Although the given definition is regarded as more applicable and appropriate to for-profit organizations, it is not inconsistent with those offered by other scholars. Promotion can simply be defined as communication (Hart, 1999; Weingand, 1995; deSaez, 1993; Bellardo and Waldhart, 1977), and with specific reference to the field of library and information science, it means "communicating to the community and to present and potential clients that the library has identified community needs and has developed both cost-effective products and methods of distribution that respond to these needs" (Weingand. 1995, p.314).

In her very recent book, Weingand (1998) asserted that promotion is a collection of activities that communicate information back to the library's customers. At minimum, a variety of messages should be sent, including the following:

- Information about the library's mission, vision, goals, and objectives, and so forth.
- Reporting of efforts to identify community needs and wants.
- Discussion of library products and how they relate to identified needs.
- Human interest stories about library staff and customers, (p. 14).

The tone of these messages in the communication is informational rather than the sales approach so popular in the typical literature. In short, it aims at "communicating with current and potential clientele to make them aware of services that are available"(Salisu, 1980).

To define promotion solely would be incomplete without any inference to marketing, because promotion is part and parcel of marketing as it is the last element in the marketing mix, better known as the Four Ps. Matthew in his article preferred the definition of marketing given by Rosenberg, which is " a matching process based on goals and capabilities by which a producer provides a marketing mix...that meets consumer needs within the limits of society." However, he added that marketing may also be perceived as a 'vast communication system' that gives information regarding product availability to consumers while feeding back data regarding consumers' wants to producers (Matthew, 1980, p.199).
A technical definition by Kotler (1975) implies that marketing refers to the effective management by an organization of its exchange relations with its various publics. Olson (1989) in her book, adopted the definition by the American Marketing Association:

"Marketing is the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods, and services to create exchanges that satisfy individual and organizational objectives."

Sirkin defined marketing as "identifying the targeted users (including current nonusers) and their needs, making sure that [the] services [offered] fit the targeted users' needs, and promoting the services to the targeted users" (1991, p. 1).

Nevertheless, McCarthy (1992) claimed that the definition of marketing by the Chartered Institute of Marketing is very much closer to the library and information profession. It says:

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

Finally, marketing can be viewed as a "process of exchange and a way to foster the partnership between the library and its community" (Weingand, 1995).

The effort to have the word 'promotion' defined and differentiated from 'marketing' suggests the first misconception that occurs in this profession. As pointed out by Yates-Mercer and Steward (1991), the word marketing means different things to different people, but to many librarians it means promotion, advertising, or selling the sendees.

St. Clair (1990) admitted that one of the reasons for this problem is due to the lack of the precise word to actually describe what library professionals do to get users into the library or information center. The word 'marketing' is used as a 'catch-all term', which can lead to some confusion. And whenever 'promoting' the library is indicated, there is the tendency to imply it as defined, and sometimes to use the term in a more generic sense.

However, in this paper, the term promotion should be understood as defined - it is a series of activities that intend to communicate and make visible to the users the services that are available in the library, and it is set in motion only once all other marketing and planning components have been completed. In short, promotion is just a smaller but nevertheless significant piece of the cake of marketing. It should now be clear that promotion is one of the final steps in the marketing process and certainly does not drive the entire process.

It is agreed upon by many scholars in the profession that the terms marketing and promotion are not very popular amongst library and information professionals since library when applied properly (Sirkin, 1991, p. 1). The issue regarding the attitudes to marketing is contributed by Marks (1994) who listed it as one of the unresolved issues in the marketing of public sector libraries. He said that attitudes to marketing in the public sector are mixed, as some see it as expressing the worst of 'commercial materialism', in the way that it manipulates and preys on people's psychological weaknesses and irrationalities to create artificial 'needs'. Some people ignore marketing on the grounds that it is not relevant to the public sector. Another perception is that they are already using aspects of marketing, such as promotion, that they need not to learn further about the subject (Marks, 1994, p.18).

According to Cronin (1981), despite the awareness of the need to market the library and its services, "there are still pockets of skepticism, resistance and suspicion within the profession... for the principles and practices of marketing have no place in the canon of librarianship..." (p.383).

Condous (1983) also held the same belief that some librarians still had similar perceptions of marketing, that it was considered as offensive and unethical, and those who practiced it were to be treated with suspicion.

Yet these rather extreme opinions and misconceptions seem to fade over time. This is clearly indicated in more recently published literature. St. Clair disclosed some cases in which librarians who do not market their services tend to regard themselves a little above the crowd, that they are shocked to discover many users do not know the services provided by the library. On the other hand, he refuted that not all librarians fall into this category as there are many more who are anxious to promote their libraries and services. In his own words, "marketing is now accepted as one of the most basic, and indeed one of the most important skills, the librarian and information specialist needs" (p.214).

There exist several other mild misconceptions of marketing as a whole conjured up by librarians. These marketing myths should be dispelled because they might act as barriers to the development of the marketing thinking (Hart, 1999, Coote, 1994). Marketing is often regarded as advertising. Advertising is in fact one of the media that can be used to promote products and services to selected customers. Some librarians scoff at the implementation of marketing concepts in libraries because they believe that librarians do not exist in this world to sell things, and selling to them is what marketing is all about. Coote objected to this idea, stressing that selling means more than just exchanging goods with money, it also connotes causing someone to accept (an idea for example), or convincing the value of something. Therefore according to her, when in response to a request for information a librarian 'causes someone to accept' what can be obtained and sends that person away happy, then a sale has been made.

The belief that marketing is just for the marketing department should also be expunged. Anyone who is in contact with a customer is concerned with marketing. A good librarian who possesses certain skills and attributes such as a clear under standing of the organization's overall aims and objectives, an
ability to assemble and interpret information, and good communication skills among others, might qualify to perform formal marketing tasks (Coote, 1994, p.5).

Shapiro (1991), in a review of the relevant marketing literature, has identified what can be called common misunderstanding of the marketing concepts. He revealed that there is an underlying hostility among librarians and other non-profit professionals toward marketing as they see marketing as a commercial activity that has no relevance to their specialized area. There are also beliefs that marketing is less useful to libraries than to commercial concerns, where increased sales generate more production and economies of scale. Moreover, unrealistic expectations and incomplete implementation of marketing programs have led to many disappointed and cynical library administrators (p. 156).

The few people who mistakenly reject the idea and recognition that libraries need to adopt the marketing concept are probably hindered by two major barriers, as theorized by Rowley (1995), which are namely:

- They believe that they are involved in the provision of services rather product. The unique characteristics of services lead them to use a different marketing approach.
- They believe they should engage in a non-marketing orientation. Most libraries avoid applying a comprehensive approach because they feel that their target group and range of activities and services are already well defined by the agency that lends funding.

HISTORICAL DEVELOPMENT OF LIBRARY PROMOTION

There is not much difference between the history of marketing and promotion within library circles as compared to the development of other professions. Early promotional activities implemented by libraries were mostly inclined towards publicity efforts such as mass media coverage, fund-raising events, as well as other grand library occasions.

As denoted by Kies (1987), the person who is generally credited with first encouraging the use of publicity to increase use and support of libraries was John Cotton Dana, director of the Denver and Newark Public Libraries and the father of special library. Through his writing and speeches, he stressed the value to be derived from the open promotion of libraries, their services, programs, and potential value to all (p. 17).

However, the practice of library promotion, though not as extensive and systematic as it is nowadays, can be detected as early as 1876 when an article written by Samuel Swet Green, focusing on personal relations between librarians and readers, was published in the first issue of Library Journal. Among his words, Green urged personal services of a reference and readers' advisory nature to enhance use of the library's collection. He also emphasized that good personal relations between the librarian and the readers are indispensable. This clearly signifies an early example of marketing thinking, based on users' interests and needs, rather than the librarian's desire to force classics on unwilling readers and build up a storehouse of the world's knowledge.

In the last decade of the nineteenth century, it was apparent that libraries were using techniques still popular today, such as library handbooks for users, letters to urge parents to send their children to the library during summer vacation, listings of books on special topics or new arrivals, library exhibitions, community talks and many more. There were some librarians who advocated the use of booklists in newspapers, art exhibits in the library, and advertising within the library by means of displays and bulletin boards. There was also the need to promote things other than the books in the library, namely reading rooms, and reference assistance.

With the onset of the twentieth century, a new trend in library promotion emerged. In 1913, a campaign started to urge the American Library Association (ALA) to employ a permanent library publicist to publicize ALA itself and to help individual librarians with promotion projects. There were reminders to librarians not to neglect any diminutive publicity techniques, such as mounting a sign for the library and creating a uniform logo for libraries as an identifier for library buildings. This is in accordance with what was written by Aitufe (1993) who mentioned that public relations has evolved since 1900 in response to the increasing complexity of society, increased power of opinion, and greater knowledge of the motivation of individuals and groups.

A more sophisticated approach to promotion was encouraged by Earl Browning at the close of the First World War. He urged librarians to study and consider all aspects of merchandising, including a look at the overall atmosphere of the library and the need for a business approach in library advertising. His article "What Libraries Can Learn From Salesmanship" might be considered one of the first in library literature to espouse marketing principles for improved library promotion (Kies, p.26).

By the 1920s, many articles were appearing in library publications on many diverse aspects of library publicity, including publicity for small libraries, direct mail advertising, use of billboards, local and state book and library weeks, competitions, use of a town's welcome wagon, tips for newspaper stories, displays, and other techniques. It was obvious that there was a growing interest and acceptance of promotion in the profession (Kies, p.27).

By the late 1950s, a new project sparked greater sophistication and interest in library public relations: the establishment of National Library Week by the National Book Committee in cooperation with the American Library Association. Many workshops were then held to teach librarians the rudiments of publicity and public relations planning and execution. The program provided valuable training for many and was the nucleus for a concerted effort by the profession to promote books and libraries (Kies, p.28).
During the most recent decade, the noteworthy development in library promotion and public relations has been the increased examination of marketing as a possible vehicle for improving the library image and library use. An example of a more current campaign from the American Library Association uses the 'success' appeal. Adopting the slogan 'The library is full of success stories', the campaign involved posters portraying child look-alikes of the famous standing in front of libraries clutching books related to their success in later life (Usherwood, 1981, p.394).

**THE ROLE OF PROMOTION IN THE INFORMATION MARKETPLACE**

Promotion is the final key element in the Four Ps of the marketing mix and as such has a major role to play in ensuring the success of library marketing. From the literature on the area, it can be deduced that most scholars agreed on three major roles of library promotion. These are namely to create and maintain awareness of the services available in the library (Rowley, 1998; McCarthy, 1992; Gallimore, 1988), to produce greater demand for the services (Yates-Mercer and Steward, 1991; Cronin, 1981), and finally to secure continuous funding from the parent organization or funding agencies (Edinger, 1980; Bellardo and Waldhart, 1977).

Promotion is used by organizations mainly to communicate with customers with respect to their product offerings. It is concerned with ensuring that customers are aware of the products that the organization makes available to them. Based on Usherwood's opinion, it is the first task of a promotional communication to attract the audience's attention. This is an important stage since it will start the ball rolling, or in a more realistic metaphor, it will make the heads of the users turned to the multitude of beneficial services offered by the library.

As emphasized by Dimick (1995), all methods of promotion aim to arouse the attention of the customer about the product, thus moving him/her to have positive feelings about it, and finally, influencing him/her to action, which is in the case of a library patron, use of a service.

DeSaez in her book *Marketing Concepts For Libraries and Information Services* shared the same view with Dimick, and wrote "[promotional] communication would aim at making the user aware, or at changing user perceptions, or actually encouraging the user to do something" (p.54). In 1995, Rowley cited that promotion can be used more generally to increase public awareness of an organization and of new or existing products, or alternatively, to educate consumers about products features, or to maintain public awareness of existing products (p.33).

Creating awareness should not be limited to certain portion of the library users. Gallimore (1988) identified three types of users that need to be focused; regular users of a library service who may only be aware of a few well-known sources of information related to their own field of interest, first-time users who may be aware only of an information need without knowing the type of information sources which can help them, and potential users (i.e. non users) who may not be aware of the existence of the library or what it can offer to them (p.342).

Edinger (1980) gave two obvious reasons for librarians to become involved in a formalized effort of marketing and promotional activities, i.e. to improve the satisfaction of the potential library patron and to emphasize the accountability of the library’s existence. According to her, by actively marketing the library's services, the library can "...work toward becoming an indispensable source of information for the community" (p.329).

Rowley (1998) listed seven major roles of promotion that can subsequently assist in forming the objectives of any promotional strategy. The roles include increasing sales, maintaining or improving market share, creating or improving brand recognition, creating a favorable climate for future sales, informing and educating the market, creating a competitive advantage relative to competitor's products or market positions, and improving promotional efficiency (p.384).

The significance of promotion in a library setting is portrayed more clearly by Dodsworth (1998) who based her illustration on the theories by Louisi E. Boone and David L. Kurtz. She implied that promotion is the communication link between the library and its patron through which the library seeks to inform the users about a particular good or service, increases or stimulates the demand for the use of the library, highlights the various divisions within a library, accentuates the value of the library, and finally but essentially, builds and maintains good relations with their primary clientele so that it can sustain or even increase usership (p.321).

Ogunrombi and Babafemi (1997) conducted a research survey to investigate the role of exhibitions in Nigerian university libraries. They identified five objectives of library exhibitions, which are namely to create awareness about information sources and services in the library, to instigate demand and use for information resources and services exhibited, to generate a positive attitude for the library as an important asset of the university in the pursuance of its objectives, to communicate to the community the institution's efforts and achievements, and to enhance the status of library personnel (p.9).

In a more specific context, Corrick (1983) reported that the University of Missouri- Kansas City (UMKC) Law Library has started promotional activities to publicize its new collection to patrons in order to assist research needs of faculty and area attorney, and help establish increased monograph purchasing as an ongoing contribution to the law library collection.
millennium. The most prominent trend is the diffusion of the Internet and the World Wide Web (WWW) in library activities. This significant issue will be the sum and substance of the discussion as the paper comes to a close.

Nevertheless, despite all the fuss and fascination people are having with what the digital age is bringing forth, it is noted that the traditional aspects still matter to some people. In tracing the development of marketing and promotion in libraries, the evolution of these fields into important parts of library management and function can be seen. The current scene in library promotion illustrates the continued effort to clarify and improve the library's image, basic purpose, and scope of activities.

Promotion-wise, the traditional methods of communicating with customers are still ongoing in the library world. Krieg-Siegman (1995) recognized two types of promotional communications libraries are still involved in. The first is the 'big event' such as major children's programs, the book exhibition and the annual library week. Generally speaking, libraries are rather experienced in promoting the big event since it is easily done and the promotional effort has a definite beginning and end. The second one, the normal routine like regular services and the quality of the collection, is the one which creates problems and is given less attention by library managers.

Besides other commonly used methods of promotion like posters, newsletters, brochures, and public relations, there is also the trend among public libraries in recent years to run 'literature promotions' in order to foster greater exploitation of their collections of fiction. This is because there is a basic assumption that knowing what a work of fiction is about will provide a reason for choosing to read it - an almost perfect way to promote the library collection.

Andrew MacEwan (1997) called attention to how the British Library opted to make use the American Library Association's (ALA) Guidelines on Subject Access to Individual Works of Fiction, Drama, etc. (GSAFD) to promote its fiction collection by providing access through genre headings. Attempting to provide subject access for works of the imagination is a relatively new enterprise in cataloging and even more novel as a promotional technique. However, it is certainly a new tool for the librarian to exploit when dealing with reader enquiries as the presence of this kind of access becomes more pervasive over time.

Advertising campaigns may sound commonplace in the realm of library promotion. Nonetheless an advertising campaign with a touch of creative and innovative ideas will certainly invigorate the already existing range of campaigns. The use of imagery in advertisements, even though against the conventional way of promotional strategies, may attract large numbers of people. This newfangled method is narrated by Joyce Kell in her article "Generation Xers Create a Campaign for the Library". She described how ALA enlisted the help of design students at the University of Illinois/Chicago to produce an advertising campaign for the nation's libraries. The students successfully incorporated "bold, unusual, sometimes ambiguous and decidedly thought-provoking" imagery in the advertisements. Aside from the different and eye-catching imagery, the students also felt the urge to portray the library as a place of excitement, and to depict the library as the place for people to connect with vital information.

The concepts of branding and the creation of a corporate identity are another trend that is gaining foothold in the library context. Although these concepts originated in the commercial world, and in fact were originally primarily associated with goods rather than services, increasingly services are needing to differentiate themselves from competitors through effective branding. Service sector industries may on occasions seek to brand their products, but in general there is significant emphasis on branding company or creating a corporate identity and seeking to influence the corporate image. The creation of a corporate identity is then one type of branding which is likely to be particularly appropriate in the context of library and information services. Thus for a library and information service, corporate identity might emerge from general professional concerns associated with public service, customer care, and accessibility to a wide range of different information sources in both electronic and print media (Rowley, 1997, p.246).

Both public and private sector services have developed an increased awareness of the customers and potential customers. The creation of a brand is an important element of the promotional process, and is central to the use of promotion to convey a consistent message to customers about the nature of the organization and its product.

The image of the library held by the public has long been a concern of librarians. A related concern, and at times apparently one of higher priorities, seems to be the image of libraries in the new light of the electronic age. Doyle (1998) disclosed her experience of forerunning a public relations team for the Rochester Public Library that was given the task to increase public awareness of the electronic information resources accessible though the library, emphasizing that the resources would help ensure the community's ability to successfully compete and excel in the twenty-first century. The strategies developed by the committee members comprised of creating and carrying out a long-term public awareness campaign, choosing a solid theme as well as slogan and logo for every promotional piece of work, and renaming the library's online system to achieve more visibility of the service (p.30).

As can be seen from these examples, the current scene in library promotion involves interest in innovative and creative ventures and strategies. As stressed by Kies, there seems to be a greater acceptance of going outside the narrow confines of librarianship to seek out successful tactics and schemes to help promote libraries, and also to rely more on outside experts. Overall, there is a sense of growth and maturity in library promotion today.
TOOLS AND TECHNIQUES OF PROMOTION IN DIFFERENT LIBRARY SETTINGS

In the earlier part of the paper, it is ascertained that promotion as it simplest is communication. There are several basic components to the communication transaction that need to be recognized: the sender who encodes the message, the message itself, the media or channel(s) through which the message is transmitted, the receiver who collects the message and decodes it, and the receiver's response as given through feedback to the sender.

If this communication model is to be used effectively in promoting the library's products, the target market(s) need to be clearly identified so that appropriate message content, message style, and media can be selected. It is also essential that a feedback loop be built into the process so that the audience's response to the message can be ascertained (Weingand, 1995, p.314).

The communication model can be considered the most skeletal basic for constructing a promotional strategy. An appropriate promotional mix must be created in order to meet the promotional objectives of any given promotion strategy. The promotional mix is the combination of different promotional channels that is used to communicate a promotional message. This will involve an appropriate selection from the range of tools that are available for use as part of the promotional mix (Rowley, 1998, p.384).

Essentially, a library's promotion strategy is a combination of the promotional tools. The literature of library and information science spoke of a vast array of promotional tools. There are intrinsically five cardinal promotion tools, which can eventually be blended carefully into a coordinated promotion mix. The tools are: advertising, personal selling, sales promotion, public relations and publicity, and direct marketing respectively.

a) Advertising

"Any paid form of non-personal presentation and promotion of ideas, goods or services by any identified sponsor" is considered as advertising (Rowley, 1998). Promotion in this form frequently needs to be more sophisticated and expensive than other types due to its competitive environment.

There are doubts amongst librarians in choosing this type of promotional tools due to its costly nature. Despite the fact advertising has not traditionally been a common mode of promotion for libraries, there could be times when it would be the most appropriate vehicle (Weingand. 1995).

Advertising has the power to stimulate demand for a product or service by conveying significant information to the community through various means (Salisu, 1980). In addition, it can reach masses of geographically dispersed "buyers" at a low cost per exposure (Kotler and Armstrong, 1996). Advertising is very expensive, since it allows an organization to dramatize its products or services through the artful use of visuals, print, sound and color. However, advertising is not necessarily too expensive a tool for libraries. Understandably, Coote (1994) and Hart (1999) gave several tips on how to make advertising a cost-effective tool, such as sharing costs with strategic partners and negotiating a special rate for structured, ongoing campaign.

b) Personal selling

Personal selling denotes "face-to-face interactions with one or more prospective purchasers, for the purpose of making sales" (Rowley, 1998). Also known as personal contact, it brings the meaning of "oral presentation in a conversation with one or more prospective clients [to] sell a product or service, promote its use, or build goodwill for the organization" (Bellardo and Waldhart, 1977). The last part of the second definition is rather confusing because it almost implies the function of public relations.

According to Kotler and Armstrong (1996), personal selling has several unique qualities, which comprises of personal interaction between two or more people to allow the 'seller' to observe the other's needs and characteristics in order to make quick adjustments during the process. The effective salesperson keeps the customer's interests at heart in order to build a long-term relationship. With personal selling, the customer usually feels a greater need to listen and respond (p.471). These characteristics are the ones that differentiate between personal selling and public relations.

In the commercial world, personal selling is the most expensive promotion tool since it requires a longer-term commitment from the sales force. Kotler and Armstrong stated that industrial companies spend an average of over $200 per sales call. However, it is a different story altogether in the library world. Dragon (1979) claimed, "personal selling is the least costly but often the most effective promotional device at the library's disposal" (p.501).

Personal selling can actually be performed by every staff of the library, at every opportunity he or she can. In fact, the reference librarian is able to do it throughout the day as an integral part of their duties. All it takes is for the librarian and the rest of the staff to put extra efforts and be proactive in giving satisfying services to the library users. Andrea Dragon further elaborated that personal selling can lead to word of mouth advertising. One satisfied patron can easily bring to the library several few patrons who might not be responsive to other promotional techniques. It is interesting to note that Dragon included lobbying as an extension of personal contact. At this juncture, the efforts of personal selling are aimed at the legislative market. The funding authorities must be made aware of what the library has to offer and the demand for it so that they will allocate more funds necessary to purchase more of the products most in demand.

e) Sales promotion

"Incentives" is the term more regularly adopted by librarians compared to sales promotion. Bellardo and Waldhart described
incentives as "items of value, [regardless of whether they are monetary or non-monetary] which are added to an offer to encourage some overt behavior response" (p. 191). Examples of this type of promotion are inclusive of discounts for access to a database over a limited time period, and a 'free-of-charge' literature search.

The literature has recognized these short-term incentives as beneficial because they can elicit trial or purchase of a product or service particularly amongst those who are insufficiently motivated, indifferent or antipathetic to other promotional stimulants.

It is overwhelmingly apparent that this type of promotion tool is not popularly emphasized in the professional literature. This is probably due to the fact that sales promotions are rather more closely associated to profit organization, and that the methods are repugnant to the noble underlying intention of the librarians.

d) Public relations and publicity

It is not a surprise to see that all literature that discussed about library promotion included public relations into one of its main focuses. As indicated in the history of library promotional activities, we can assume that public relations was the fundamental bedrock of library promotion even before marketing concepts were applied to the profession. Public relations can be defined as "programs designed to promote and/or protect a company's image, or those of its products, including product literature, exhibitions and articles about organizations' products in professional or in-house newsletters" (Rowley, 1998, p.384).

There is a spark of distinction between public relations and publicity. Publicity consists of the release of information to the public about an institution, a product, a person or an event through channels of communication, such as newspapers, magazines, radio, and television, whose space or time has not been paid for (Rice, 1972, p.2). Included in the repertoire of possible publicity efforts are press releases, columns in local newspapers, media interviews, bookmarks, posters, and displays (Weingand, 1995).

As such, we can maintain that publicity is the handmaiden of public relations.

Public relations is viewed as the library's most effective way to promote itself as well as its services. It incorporates the overall interaction between the library and its current and potential clients. Public relations is able to influence perception, attitude, and opinion by transmitting information concerning the benefits of using the present and/or proposed products (Weingand, 1995).

Hart gave four reasons why public relations works - it gives more authority and credibility, promotes the library to the right people, parades the library's success in front of important audiences, and it is certainly less expensive than advertising (Hart, p.48).

Many issues and aspects of public relations are elaborated in the literature. One of the main focuses is the emphasis on internal relations. Horst Ernestus (1981) pointed out that public relations begins at home. A library's reputation is not only based on its resources and services, but rather inclusive of the attitudes and performance of those working in it as well. Therefore, a library's internal relations - the internal flow and feedback of information, insight and participation in reaching decisions and formulating policies - is a decisive factor for relations with the public.

Besides this, Ernestus also stressed the importance of the use of graphic contributions as a tool for public relations and the need to implement an integrated public relations policy in line with a library's goals and objectives.

Usherwood elaborates other salient points of internal relations. He urged library managers to demonstrate that they recognize the individual worth of each member of staff in order to boost morale and performance. According to him, "successful external relationship with the people who use or could use libraries depends on there being successful internal relationships between the people who work in them" (p.395). Library public relations is not simply concerned with selling the service, in addition it has financial, political, industrial, corporate, community and other dimensions. The success or otherwise of a public relations activity does not just depend on the campaign itself, but also on the audience for it, because even when a library has been successful in 'reaching' the public with a message, people still have to interpret that message for themselves. As a result, before gearing in public relations tool, a library needs to assess its audience or public first and foremost so as to read its attentiveness, attitudes and emotions, and thus acquire the most appropriate tools to send the message it is intending.

A totally different view is given by Olson (1989). She believed public relations to be a separate element of promotion and placed it as the fifth 'P' in the marketing mix, based on the definition of public relations, as adopted by the 1978 World Assembly of Public Relations Associations:

"Public relations practice is the art and social science of analyzing trends, predicting their consequences, counseling organization leaders and implementing planned programs of action which will serve both the organizations and the public interest."

Simply stated, public relations means two-way communications designed to relate the needs and interests of a library with those of its target audience. A planned program of public relations actions is known as publicity, in which favorable media coverage is obtained of topics important to the library. The difference between promotion and public relations should be evident, since promotion is communications aimed at selling a library service or product, while public relations seeks to foster positive attitudes about a library and its business information service offering.

e) Direct marketing

Rowley defined direct marketing as "the use of mail, telephone or
other non-personal contact tools to communicate with or solicit a response from specific customers and prospects” (p.384). Direct marketing can be perceived, at its worst as junk mail, or in a more considerate perspective, as advertising by post.

The emergence of direct marketing was not until recently. In 1996, Kotler and Armstrong added in their seventh edition of the Principles of Marketing, the focus on the growth of direct marketing. They claimed that direct marketing was the fastest growing form of marketing that reflects the trend toward targeted or one-on-one marketing communication. Direct marketing is then defined as “marketing through various advertising media that interact directly with consumers, generally calling for the consumers to make a direct response” (p.476).

Through direct marketing, ‘sellers’ can closely match their marketing offers and communications to the needs of narrowly defined segments of customers. In addition to old favorites such as television, direct mail, catalog marketing and telemarketing, direct marketers are now employing powerful new forms of telecommunication and computer-based media.

The direct marketing fever never quite caught up with library and information science profession. Not many scholars address the issue although in reality there have been instances of actual implementation of direct marketing. Inserting leaflets and mail shots in professional magazines, giving away bookmarks and distributing new arrival lists are the examples, to name a few, of direct marketing practiced by libraries. Useful tips for starting direct mail can be referred to Keith Hart’s book.

The categorization of promotional techniques into five major tools is not decidedly ultimate. There are some articles that add to the list some tools deemed very pertinent to the library context. Rowley, in her impressive yet intensive article, included sponsorship as the final tool in the promotional mix. It means "financial or external support of an event or person by an unrelated organization or donor" (1998, p.384). Although she did not further her elaboration on the point, she did mention that public sector organizations, such as in education and libraries, are more likely to be the recipient of sponsorship.

Atmospherics is another tool which is critical to promotional efforts. According to Edinger (1980), the term refers to the “attempt to design the library building with consideration from the people who will use it” (p.331). Atmospherics includes such elements as the ambience and environment of the distribution channels whether physical sites or electronic connections (Weingand, 1995). Earlier literature briefly touched the issues of layout, design and ‘feel’ of a library, which may be linked to this particular tool, but were instead discussed under the domain of public relations (Rice, 1972).

In a different approach to categorizing promotional tools and techniques, McCarthy (1992) distinctively established four means by which a librarian can promote the library’s services: the librarian himself, the library, the packaging of the products offered, and promotional activities.

Firstly, the librarian needs to be professional and use quality procedures, and most importantly, to be humane when dealing with the clientele. McCarthy advocated the librarian to react positively to complaints to generate more loyalty from the users. Her second tool, the library itself, bears resemblance to the atmospherics discussed previously. The products or services, her third tool, should all be tailored to the user's requirements and satisfaction. Finally, the promotional activities include many forms of which can be carried out by the library. McCarthy enlisted ten activities, among which are demonstration, personal visit, suggestion box, logo or slogan, and questionnaire.

Typically, libraries will use a combination of the methods or techniques talked about earlier for their promotion strategies, and indeed one promotional strategy may be used to support another promotional event. The professional literature is full of ideas and projects done by the libraries regarding clever and innovative ways of promoting events and services. A comparison between different library settings should be made to determine what tools a certain type of library is more inclined to select.

A special library needs to develop its own culture, parallel with the culture of its parent organization. Since it exists to support and enhance the mission of the organization in which it is housed, there is the tendency to inculcate a "positive service-oriented client-based image” within its culture (Powers, 1995, p.479). In order to invite the public inside a special library, the best promotion, as claimed by Powers, is word-of-mouth. A satisfied and happy client will almost guarantee continued successful promotion. Messages that will spread easily by word of mouth will promote the special library very effectively. Other promotional techniques to increase success in marketing the special library include brochures, monthly newsletters, public presentations, publishing articles and reports, and special events. The attitude and atmosphere when someone walks into the library can also promote the special library. Therefore, creating a warm and inviting atmosphere at the front door, with friendly, courteous and helpful library staff, is excellent promotion.

Sarah Heery (1994) gave an account on the promotion of library services in a special library of a voluntary organization - the Christian Aid. Several methods adopted at the Christian Aid to market the library to people's specific needs include library guides, printed bibliographies on subjects of interest and Christian Aid campaigns, library training courses, and newsletters. She acknowledged that the librarians at Christian Aid Library shared the beliefs that they were pursuing an appropriate methodology to promote the services, but they have been less successful in promoting end-user independence.

The literature that cited promotional activities in academic and research libraries is more bent towards emphasizing public relations. Aitufe (1993) recounted in his article various aspects of public relations that need to be given careful scrutiny before proceeding to its implementation. Public relations devices should be planned according to the university library’s main patrons. Moreover, the devices or tools of public relations have to extensively comprise both internal and external users of the
library. Examples of these devices are book displays, exhibitions, correspondence, conferences, receptions, and library orientations. Aitufe also laid emphasis on the significant relationship between public relations and good services, as well as the attributes and qualities of a librarian to make a good public relations officer. To conclude his article, he mentioned that the modern university library could not afford not to organize its public relations programs properly. Public relations is an individual tool, and a slow building process which calls or attention, tact and a consideration of everyday matters. Whether a special public relations officer is appointed or not, every member of the university library staff should see himself or herself as a public relations officer who represents the whole of the library.

Condous (1983) reported that personal selling is often not regarded as the ideal method of 'promoting' library services, however college and university libraries did to some extent practice this type of promotion by establishing personal contacts with 'academic staff'.

In a very recent article, there was an effort to reach faculty members and university administrators as a special user group (Stebelman et al., 1999). The position of faculty outreach librarian (FOL) was created at George Washington University in order to educate the two groups on the growing role of information technology in research and teaching, and to heighten their support to new electronic resources. The tools adopted by the librarian include campus newsletters, library guide, personal letters to key administrators, workshops on e-mail functions and Web resources, computer slide presentation, and annual symposium on IT. The creation of the FOL position was regarded as an important public relations decision for the library and it was claimed to have led to revised marketing strategies.

Public libraries, however it seems, prefer to use a different approach in promoting their services. Probably due to the need to appeal to huge masses of people from different walks of life and age groups, the toots and techniques chosen were rather diverse and somewhat 'merrier'. A good illustration of this statement is depicted in the article by Margo Jarvis (1998), which takes a look at the marketing campaign for the NC LIVE service done at the Cumberland County Public Library and Information Center (CCPL&IC). NC LIVE is actually a huge collection of Web-based databases available only through subscription and cannot be accessed by Internet users. The marketing campaign launched to introduce and market NC LIVE covers from a proclamation issued by the local governor, brochures, booklets, banners, stickers that said "I use NC LIVE, your library link to the world", to buttons for staff that said "Ask me about NC LIVE". Other promotion techniques included a ribbon-cutting ceremony, fliers with attractive graphics, press releases to the print and electronic media, and the creation of a wallpaper screen of NC LIVE logo for all computer terminals.

Some suggestions given by Krieg-Sigman (1995) have proven to work well in a public library setting. The first was cross-training, where everyone in the organization does a little of every department's job. This not only allows for job variety, it is an excellent way for everyone to 'know' the organization better, understand each area by being exposed to it, and therefore promote it better. The second is organizing staff-run staff meeting to find out what the staff really needs and wants to know. Mounting library bulletin board at the main entrance of the library will be useful to display post agendas, minutes, candid photographs, news clippings, suggestions, recent reviews, and responses. Finally, public postings of sensitive policies would be a good communication starter.

There is not much discrepancy of the promotion techniques performed in each and every library setting. However, there is the tendency to give more emphasis on certain methods than the others, which is reasonably comprehensible seeing the different nature of each library setting. Every idea or method to be communicated has its own set of 'bests'; it depends on the library to select the media that really works in it own unique environment.

**THE PLANNING AND DESIGNING OF PROMOTIONAL ACTIVITIES**

This chapter is intended to give details on the steps or stages in the design of promotional activities to support the realization of promotion objectives. Notably, there are some inconsistencies in the professional literature regarding this issue. Most scholars did not address the aspect of designing a promotional campaign plan, until of recent years. For instance, the articles by Dragon (1979), Usherwood (1981), and McCarthy (1992) miscalculated the haws and whys of starting a promotional campaign but unfortunately did not delve deeper into the subject.

In the middle of the 90s, when marketing concepts were seriously taken into consideration and studied by library and information science professionals, then only the systematic and methodical stages in designing promotion communications came into appearance in the literature. Naturally, the steps in developing effective promotional communications are based on the principles introduced by the marketing experts themselves. Jennifer Rowley (1998) summarized the stages that almost correspond to the steps developed by Kotler and Armstrong (1996).

According to Kotler and Armstrong, in preparing marketing communications, the person in charge (referred to as communicator in their book) will have to be involved in eight major phases of decision-making process. The first task is to identify the target audience and its characteristics. Next, the communicator has to define the response sought, whether it is awareness, knowledge, liking, preference, conviction, or purchase. Then the company or organization must choose a message constructed with an effective content, structure, and format. Media must be selected, both for personal communication and non-personal communication channels. The message must be delivered by a credible message source - someone who is an expert and is trustworthy and likable. The communicator must collect feedback by watching how much of the market becomes
aware, tries the product or service, and is satisfied in the process. The company also has to decide how to set the total promotion budget and the promotion mix. The most popular approaches are to spend what the company can afford via the affordable method, to use a percentage of sales, to base promotion spending on a competitive-parity basis, or to base it on an analysis and costing of the communication objectives and tasks. The company has to divide the promotion budget among the major tools to set the promotion mix. In doing so, companies are guided by the nature of each promotion tool, the type of product and market, the desirability of a push or pull strategy, the buyer readiness stage, and the product life-cycle stage.

All these marketing jargon has been interpreted beautifully and comprehensively by Jennifer Rowley (1998) in her valuable peace of mind work. She explicitly outlined the seven stages in designing communication strategies, as she called it, and maintained that while each of the stages remains important, they will not necessarily always be visited in the sequence identified below:

- Identify target audience
- Determine communication objectives
- Design the message
- Select communication channels
- Establish promotional budget
- Decide on promotional mix
- Measure results.

The first stage is to characterize the target audience, who may include the complete market segment for the product or the organization. Care must be taken to ensure that other groups in the market segment are not alienated by the messages that might be associated with a narrowly defined strategy. Aside from segmentation of the target audience, it will be important to garner an understanding of the types of marketing messages to which the audience is likely to be susceptible, and to be aware of the audience’s current image of the company and its products.

Communication objectives can be determined by referring to the model of the communication or promotional process that is regarded as appropriate. Rowley provided four different models of the communication process: AIDA Model by Strong (1925), Hierarchy-of Effects Mode! by Lavidge and Steiner (1961), Innovation-Adoption Model by Rogers (1962), and Communications Model by various sources. Each model can be identified as having three different stages: cognitive stage during which potential customers become aware of products, affective stage during which potential customers form opinions and attitudes concerning products, and behavior stage during which potential customers take action such as making a purchase.

Arguably the best know of these models is the AIDA Model, i.e. the four stages of attention, interest, desire, and action. This model is given proper coverage by de Saez in her book, Marketing Concepts for Libraries and Information Services. Designing communication strategies is important to identify whether the objective is to draw to attention, cultivate interest, stimulate desire or provoke action.

Each communication strategy must have a message that is consistent with its communication objectives. There should also be consistency between different campaigns. An organization needs to promote a consistent and evolving image through all of its separate campaigns, otherwise the audience will become confused and no overall clear message will be communicated. The elements of the message that need to be considered are content, structure, format, and source.

Communication channels must be selected, whether personal or non-personal. Examples of personal channel are word of mouth, e-mails, individual library staff, and software reviewers. Personal conversation should be supplemented by leaflets, posters, and possibly videos and samples. Non-personal communication channels include the press, television, radio, posters, and publicity.

The points on establishing budget, deciding on the promotional mix, and measuring promotion effects discussed by Rowley are equivalent to those explained by Kotler and Armstrong. In another article, Dodsworth (1998) enlightened how a comprehensive marketing plan is imperative in order to coordinate the marketing effort effectively among all the products and services. Although she used the term 'marketing plan' to portray the steps in developing a plan, it is obvious that she was implicating the stages involved in promoting a service. In brief, the plan has four component activities:

- Determine what to promote - find out what needs are to be promoted.
- Define targeted audience - decide who the target audience is for the promotional activity.
- Choose type of outreach - select a type of outreach that will most effectively promote the product or service.
- Evaluate the program - review the feedback about the program, such as statistics and comments, and make recommendations for the next time.

Apart from focusing the actual steps to implementing promotion activities, there exist several articles that merely broach the subject of dos and don'ts of library promotion. Krieg-Sigman’s article is the best example of this. By asking the essential question "what is the best way to promote or communicate?", she related to us four very basic but nonetheless invaluable words of advice. The first advice is to promote consistently. Library staff cannot communicate or promote if they do not have the information, and nothing will be accomplished if the message is inconsistent. Secondly, promote honestly particularly when it comes to the ‘negative’ news, because communicating in an underhanded way or, worse yet, not communicating at all and
hoped that the bad news will go away does nothing but stress all aspects of organization. Thirdly is to communicate simply, because the more complicated a promotion or communication becomes, the less likely the message will be understood. And finally, use the techniques or tools which best fit the project, and work well in the library's own context. She also supplemented her advice with the importance of requiring listening skills, people skills, and a comprehensive knowledge of the library's products, services, and professionalism (p.423).

The tips recommended by Wood (1984) should also be highlighted. He advised librarians not to expand their activities just for the sake of it, instead to promote a new service by developing it in such a way that it would sell itself. When planning a promotional campaign, librarians should start off by considering the users' needs, rather than trying to publicize the service they are currently offering. The key is to sell the benefits of the products rather than the products themselves. A library manager should also make sure that his subordinates know what is going on during a promotional campaign. Above all, he advised librarians to choose what is appropriate for the users and the organization itself by developing a campaign that enhances the quality of the existing services, and ensuring that the library is in the position to deliver on any promises made.

BARRIERS AND CONSTRAINTS IN LIBRARY PROMOTION

Developing and implementing such a vital aspect of marketing is not without problems. Although promotion is the visible part of the marketing circle, there are several barriers and constraints that may be encountered by those who are responsible for ensuring its success. The literature encompassing reports of success promotion stories and research surveys is more likely to highlight the barriers faced in the promotion of libraries.

Gallimore (1988) explicitly detailed out five constraints of library promotion encountered by the Manchester Commercial Library. These include the high, and sometimes exceeding, demand for and inquiry of the service offered, the extensive coverage of geographical area to serve by the library, time constraint, trimmed budget, and finally the diversity of information available in the library for different segments of users.

Time, cost and human resources are the three major problems of library promotion observed by McCarthy (1992). She stressed that time management is a skill that all managers need to master, particularly for those who manage special libraries with small numbers of staff. McCarthy also gave examples on how to control and minimize promotional costs.

One problem is uniquely propounded by Sirkin (1991). According to her, one of the largest disadvantages and marketing problems for libraries and information centers is image. For example, in the context of United States, libraries and information centers that give information for free are faced with a damaging image since Americans often perceive something given away for free is of little or no value. Another negative image associated with a library is in its being the place that does not locate up-to-date information for today's fast-paced world. Sirkin thus cautioned library managers to be conscious of image, of how both the users and nonusers in the populations perceive the facility, the set-up of the facility as well as in all the outreach efforts of the image created (p.4).

Additionally, promotion of services presents specific difficulties because of their intangible nature. The intangible element is difficult to depict in advertising. Therefore, service advertising needs to emphasize tangible clues, such as physical facilities or other concepts that project an image which reflects services (Rowley, 1995, p.33). This is in agreement with what commented by Shapiro (1980) that the "often intangible products of an effective marketing program make evaluation difficult" due to the lack of a concrete or measurable standard of the program’s effectiveness in terms of profit/loss figure.

Cihak in 1997 asserted more drawbacks related to the marketing of electronic library services that pose some real challenges. First, the available equipments are often inadequate to accommodate increasing user demand. Second, new technology constantly requires attention and upgrading. Third, keeping up with new technological innovations and developments does put a strain on a library budget. And finally, there is always a group of customers who regard the services as irrelevant and obsolete (p.76).

The problems associated with the effective management of exhibitions in Nigerian university libraries listed by Ogunrombi and Babatunde (1997) can also be brought to light for musing. Some of the problems are:

- Non-appreciation of the need for exhibitions by libraries
- Lack of materials for exhibitions
- Noise and crowd control
- Problems of planning
- Space problem
- Lack of formal policy statement by university librarians who only dictate when to have exhibitions.

Likewise, in the study that examines the marketing practices of three special libraries in India, Sasikala and Patnaik (1999) reported that problems of marketing information services as perceived by the librarians are actually multi-faceted. All the librarians in the survey expressed their difficulties in relation to finance and the extra workload on the existing staff in introducing aggressive marketing activity. Other problems stated were lack of trained manpower and deficient infrastructure facilities.

These are among the problems librarians come across in their practice of library promotion, which might act as either hindrance to further incorporating the marketing approach, or simply as nagging interference in the smooth running of promotion.
LIBRARY PROMOTION ON THE WEB

In these days and age, the flow of information has become unstoppable. Information, be it textual, visual, audio or graphical- is pervasive. The Internet is now becoming more than ever the disseminator of information. It is widely acknowledged that the exponential growth of the Internet is the most dramatic technological development ever occurred in the world. The Internet is also rapidly emerging as the nucleus of the evolution of electric commerce due to its breadth of scope, adaptability, and versatility. It has the appeal of a huge market with relatively inexpensive cost to transfer all kinds of data, which makes it the ideal platform for commercial activities. In addition, the Internet also promises a range of economic benefits to small and medium entrepreneurs because it revolutionizes the way small business adapts to potential markets and commercial opportunities through many ways. These include lower transaction costs, reduced marketing and communication costs, global expansion and improved networking, and business-to-business on-line commerce.

Due to the omnipresence of the Internet, the potential audience of outside users for library through the Internet is becoming more immense. A library's marketing plan should take full advantage of the new technologies as a publicity tool. Electronic forms of communication are efficient, creative, and allow a library to market itself not only within the organization, but outside as well, tapping into a whole new audience (Dodsworth, 1998).

Library promotions are now changing as the technology is changing, and now many libraries are going online to promote their services on the Internet. Most libraries have home pages on the Web and use them to advertise their services. However, library pages have to compete with everything else on the World Wide Web, therefore library Webmasters must learn the latest techniques in Web design in order to make distinctive Web sites, besides learning how to promote their Web sites in order to reach prospective users (Balas, 1998, p.46). To address these users, the library's Web site must be designed to attract and hold their interest. There may be several competitors all taking the same approach and offering free services. If this is the case, the key to differentiating from the competitors is to have a better free offer, or to promote it much more extensively.

There are two major issues related to promotion on the Web; the first is what can be promoted over the Web, and the second is how to promote the library through the Web. As quoted by Carpenter (1998), "marketing the library through technology goes hand in hand with marketing the technology itself." In order to be able to market and promote our libraries through technology, she implied, librarians need at first to make the technology itself usable and friendly, thus the importance of providing people with know-how for more effective use of the services.

Cihak (1997) narrated how he as an advocate for the Law Library at the University of Kentucky College of Law, utilized the electronic media - CD-ROM, the Internet, online databases and electronic presentations - in his marketing efforts of the services themselves.

Another good way to promote a library has been through the creation of an online tour of the library itself. Howard Falk, a regular columnist in The Electronic Library, reported some of the new ways public library web sites have found to present themselves to their patrons and to the broader Web audience. The primary ingredient used is conducting virtual library tours on the Web. Many libraries use their sites to display the physical appearance of their buildings. In fact, the typical public library site has a photo of a library building on its opening page, of which can be effectively used to introduce library resources. Supplementary items can be inserted to complement the online library tours, which include calendar display with scheduled library events, resource listings to other Web sites, online book club activities. Frequently Asked Questions (FAQs) and reference questions, and slide-style online tutorials (Falk, 1999).

In a different but rather relevant development, Murray and Sargent (1997) attested the pragmatic use of technology, specifically the World Wide Web, in the promotion of leisure services. Based on their study, it was discovered that an important part of the creation of a home page is to establish an identity, and to target potential users of the respective site. They believed that establishing a Web site specifically for the provision of information about tourist and leisure services would provide a focus for the English shire county's marketing effort, and the site could be promoted through the Internet via appropriate search engines, which would in itself act to market the county to target audiences. Promotion of the site could be further carried out by placing the Web address in all the press advertisements and leaflets of the constituent organizations, and publicizing the site in the trade press and the media.

In her article, columnist Janet Balas (1998) cited how a library can manipulate the WWW for its own marketing purposes. She offered information on Web authoring and promotion, and gave several web sites and online articles that prove to be useful to
librarians who are interested in expanding the promotional activities beyond the conventional way. Some of these sites have tips, tutorials, opinion pieces, product reviews, and feature articles on every aspect of Web development, design, and promotion with an emphasis on the very latest in innovative technologies (Balas, 1998, p.48).

The Web gives endless possibilities in library promotion. Creating a Web site may benefit a library's image in the community and beyond, by offering services to patrons outside the physical walls. A Web site or home page developed by a library can be the medium to inform library users as well as resources about the library hours and policies, introduction of staff members, direction to resources in the library and links to electronic subscriptions. However, as reminded by Carpenter (1998), when designing a library Web site, keep in mind that the content is more important than glitz. A Web site should be designed in a clean, clear format with patrons' needs in mind.

Other useful tips to enhance a Web site are comprehensively covered by Tom Vassos in his book, Strategic Internet Marketing. He proposed four advanced stages of Web site development in capitalizing on the strength of the Web as important marketing strategies. The first stage is mass customization, in which a Web developer creates customized Web page content based on customer-defined criteria. The second stage, outbound, means the Web developer should convince Web visitors to commit to an ongoing relationship. Thirdly, in integration, it is important to integrate the Web page with content or services from other Web sites. And the final stage is commerce, in which the Web developer conducts commercial transactions through Web-based ordering systems, catalogs, and shopping cart software.

To further fine-tune the Web strategy, Vassos recommended five final stages of developing Web sites. These include giving the Web site character by transforming it into friendly and approachable site, using the Web interface to extend the reach of your corporate applications, translating Web pages into multiple languages, creating and implementing corporate business systems in a value chain, and monitoring and analyzing Web site statistical results.

Once the Web site has been created, it is crucial to generate publicity and drive traffic to the site. In his book, Vassos has extensively discussed about the ways to promote a Web site. A term used to drive traffic to a Web site is 'webwired' (Vassos, 1996, p.210). This refers to the process of submitting the Uniform Resource Locator (URL), or in laymen language the address of the Web site, and site description to several Internet directories, search engines, and other sites that will provide free links to the Web site.

Vassos suggested various ways to maximize the traffic to a Web site, some of which are quite popular and can be utilized by librarians. In brief these include UseNet Publicity, "Cool Sites" publicity, Internet publicity, and e-mail discussion group publicity. Besides online promotion, Vassos also urged Web developers not to ignore printed advertising and other traditional promotion tools as well.

Other methods of promoting Web sites, in particular library sites, can be found in the article written by Balas (1998). She recommended the use of useful Web sites that have links to free resources and at the same time can circulate the library sites to heavy traffic Web sites. Another way to draw visitors to a library site besides listing it on search engine is to join a Web ring. Web rings are groups of sites that, because they share a common interest, have joined together to form their sites into a linked circle. This makes it easy for visitors to navigate between the sites in the ring. Balas gave an example how consortia might link their member libraries this way.

In another article, Falk (1999) wrote that one technique that is being used by several public library Web sites takes the form of information clusters. Information clusters combine the local information strength of the library with appropriate Web resources. He gave an example of the Baltimore County Public Library site which has created 21 information clusters with links to Web pages containing information keyed to patron interests.

These few developments in the Web world are just the tip of a huge and unexplored iceberg. Librarians and information managers should probe deeper into the possibilities the World Wide Web can offer. Librarians ought to take part in the 'gold rush' in cyberspace and make maximum utilization of the Internet in order to create cutting-edge strategies to successfully market the libraries and their services.

TRENDS OF LIBRARY PROMOTION IN THE NEW MILLENNIUM

This paper has discussed the breadth and depth of library promotion. As can be observed, some of the issues regarding this subject are well addressed by library and information scholars and are worth contemplating at. Issues such as promotion tools in different library settings, public relations, tips and pointers of effective library promotion, and success stories of libraries that have implemented a total marketing approach for their promotional activities, are among the many that are profusely being drawn attention to in the professional writings.

What is generally lacking, however, is a critical analysis of the various communication methods and a comparison of their effectiveness in libraries. Not many studies have been extensively and significantly done on these areas. Instead most of what have been written in the area of library promotion are limited to narrations, reports or opinion pieces.

With the onset of the new millennium, the horizon in library promotion is now expanding. Studies and research can be done to investigate the impact of new information technologies on promotion of the library and its services. Besides that, the emergence of new and advanced tools in library promotion should also be highlighted.

Looking at promotion of a library in the new millennium per se, it
can be intriguingly observed that the Internet and the World Wide Web are having a profound effect on how promotion is accomplished. The increasing numbers and kinds of possibilities that developing technologies offer to library are immensely vast. The twentieth century has seen many advances in technology, including fiber optics, communication satellites, and CD-ROM. Until recently, technological changes were mutually supportive in producing common forms of output such as ink-on-paper, hard-copy journal, or all-electronic program.

However, the latest round of changes now promises a new multimedia format, sharing characteristics of both print and electronic media. The outcome is remarkably phenomenal: rather than communicating to mass audiences, these new media have the potential to de-_massify, and perhaps personalize, information consumption. Such a scenario will breed a different way of how information is accessed, packaged, and distributed (Weingand, 1998, p. 136). It is the undertaking of library and information managers to monitor the trends and consequently anticipate the changes that are to take place in the ways library promotion are implemented.

The trends of library promotion in the future are prophesied to be towards ameliorating and streamlining the tools and techniques of promotion as well as the planning and designing of promotional activities in accordance with the technological development taking place. The challenge of meeting the public's heightened expectations for library services faced by librarians and information managers will also prompt them to redefine a more transparent vision of the role they wish to play in the new world of electronic information access.

CONCLUSION

Promotion is an important component of library management. However, promotion of a library and its services should be carried out in the light of the marketing approach because promotion is essentially an integral part of marketing. The great strength of marketing is in its disciplined nature, which enables librarians and information professionals to take their responsibility in an objective way, and it helps them to diagnose problems and offer some remedies. Effective marketing is critical to a library's success. Future-driven marketing can make that success more possible, and is the key to making the library survive and thrive in this new millennium.

Furthermore, with the arrival of a new century that brings a world of up-to-the-minute innovations, librarians must step boldly into the new technological era and utilize these technologies to help market their libraries in order to ensure growth and survival. They ought to be the advocates who look upward and outward, and who use creativity and ingenuity as a means to embrace electronic technology. Specifically, given that the Internet allows millions of people to communicate from all over the world instantaneously, libraries around the world should capitalize on this new and efficient channel of communication and pursue the golden opportunities offered by the immediate access of the global market that bypasses intermediaries. Conclusion people to communicate from all over the world instantaneously, libraries around the world should capitalize on this new and efficient channel of communication and pursue the golden opportunities offered by the immediate access of the global market that bypasses intermediaries.

Albeit the rapidly emerging new avenues of promotion promised by the exciting tomorrow, the traditional means of promotion and channels of communication should not be totally abandoned. Both traditional and newer promotional strategies have a place in the total promotion effort. The key is to use the most appropriate and potentially effective strategies after carefully analyzing the customer markets and determining how each customer group communicates and gathers information. Since we are already in the future, librarians should be all geared up to accept the challenges.
REFERENCES


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