

“Reinventing Your Library Through Marketing”

SEAALL 2006

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Agenda

- Library is a Business and Service
- Market Management
- Steps to creating a Strategic Marketing Plan
- The Marketing Mix
- Implementation
- Assessment
- Branding

The Library

- A law library is a two-pronged business entity
 - A complete small business within the parent company with a staff, responsibilities and budget
 - Service Business – The library and library staff is a service entity providing needed information to its customers

Market the Service Aspect

- Discuss the ways to market the services that you provide or can provide to your customers
- Discuss processes of identifying who your customers are

Market Management

- Business Market Management is the process of understanding, creating and delivering value to targeted business markets and customers
- “Value” is the key

Market Management

- What is the library and librarians' "Value"?
 - What are the features and benefits worth the customer's attention?
 - Are you meeting their needs?
 - How do you know if you are meeting their needs?
 - The true meaning of "Value" is knowing what is "Value" to the customer
 - Turning that "Value" into a customer-centric marketing strategy

Creating a Marketing Plan

- The Marketing Plan should be created on an annual basis with the Annual Business Plan
- Start with a mission statement
- Integrate with the overall mission of the parent organization

Mission Statement Example

- “ The mission of the library staff that manages, maintains and preserves the law library of {Name} is to provide the most accurate, relevant and timely resources available in the legal market.
- We advise researchers on the most cost-effective use of resources. The library staff will perform and organize high-quality reference assistance and training for the attorneys and staff. These services will help meet the firm’s clients and potential clients’ goals and objectives.”

Mission Statement

- The mission of the library director, reference and technical library staff of (Firm Name)
 - Evaluate the most relevant resources for firm/client research
 - To provide guidance on the most cost-effective research resources
 - To perform high-quality reference work
 - To organize appropriate training for all patrons in the firm

Mission Statement

- What did the mission statements do?

Library Mission Statement

- Make it personal
- State the value propositions
- Include it as part of the Library Marketing Plan
- Communicate the library's mission throughout the organization - intranet, newsletter, signage and marketing plan
- Incorporate the AALL competencies into the mission statement

WINSTEAD

YOUR INFORMATION SUPPORT PARTNER'S

MISSION STATEMENT

The mission of Winstead's Library and Information Resources staff is to positively impact knowledge and information systems by acquiring, organizing, and facilitating access to historical and current resources, both print and electronic.

As the Firm's information support partners, we will:

- create a highly efficient and innovative learning and working environment to deliver timely and useful information to our clients;
- ensure cost effectiveness with each research request by maintaining excellent skills in research, technology and technical services; and
- fully embrace a myriad of research methods, resources and tools to deliver to our customers the best legal and non-legal services, resulting in complete client satisfaction.



Refer

Possible Library Perceptions

- Customer perception of the library is as a place/location
- Books and resources just magically appear and are updated
- Do your customers know what value you bring to the library?
- How are you viewed within your organization currently?

Market Strategy

- Change perception to:
 - A library is a library because of the work and skill of the librarians
 - Librarians have expertise in research
 - Librarians are experienced and well educated – educational status?
 - Integrate that perception throughout the marketing plan
 - Should titles and name of library be changed to reflect the appropriate perception?

Marketing Strategy

- There is no such thing as one-size-fits all marketing
- Promoting everything to everyone is not marketing

Steps in the Marketing Management Process

■ Research –

- Determine who the customer is:
 - ❖ Focus groups
 - ❖ Internal structure
 - sections or areas of practice
 - ❖ Job Type – attorney vs. paralegal

■ Market

Segmentation

- Identify unique customer groups
- Needs assessment
- Resources, content, technology, reference and training needs for each group

Market Segmentation

- Age
- Work Experience
- Life Experience
- Identify their needs – ask lots of questions

Market Segmentation

■ Department/Section

- Litigation
- Bankruptcy
- Intellectual Property
- Admiralty
- Tax
- Corp/Securities
- Estate Planning
- Marketing Department
- Technology

■ Job Type

- New associate
- Mid-level associate
- Lateral hire
- Partner
- Summer associate
- Legal Assistant
- Legal Secretary
- Firm's Client
- Marketing Dept.

Market Segmentation

- **Govt Libraries**

- Judges

- Attorneys

- Pro Se Litigants

- **Academic Libraries**

- 1st years

- 2nd years

- 3rd years

- Night Students

- Research Assistants

- Professors
(new/tenured)

- Topical experts

- Legal Community

Market Segmentation

- Once you have established the distinct market segments (customer groups) look at the opportunities within each - vertical markets
- Do a thorough assessment for each vertical market/market segment
 - Needs
 - Expectations
 - Perceptions

Market Segmentation

- New Associate
 - To make and maintain a good impression
 - Wants to be partner some day
 - Needs the most accurate and up to date resources
 - Does not understand the value of ALR
 - Perception?
- Senior Associate (female) not on partner track
 - May want quick access to research in order to finish projects on time so that she can have a family life
 - Lateral from another firm with different resources and library focus

Market Segmentation

- Prioritize Target Segments
 - Primary Customers
 - Secondary
 - Tertiary

Prioritize Market Segmentation

- *One size fits all does not work in marketing*
- Considerations and prioritizing:
 - Size of segment
 - Growth potential – not growing?
 - Profitability of segment
 - Resource needs – print, online, CD, other?
 - Segment perceptions
 - Technology limits or high-tech
 - How do you currently service a segment?
 - Use tools like QV or ERM to identify segments

The 4 P's in Marketing

- Product
- Price
- Promote
- Place

Librarian Expertise is the Product

- Evaluate what products and services need to be marketed (VALUE)
 - The Collection
 - Public Services
 - Technical Services
- ❖ Think of both public services and technical services under the “customer service” umbrella

Marketing Plan - Product

■ The Library Collection

- The volume and content of the law library
 - ❖ Depth & Breadth of the collection
 - ❖ Format variations
 - ❖ What librarian activities make the collection unique or more competitive?

- Market that the librarian evaluates, acquires, maintains, preserves and manages all of the information resources within the organization

The Public Service Product

- What are the opportunities?
 - Who are you assisting currently & how can you obtain deeper penetration?
 - Other potential customers for the library reference work?
- Market the experience and subject matter expertise of reference librarians
- Keep account of how many reference requests
- The reference librarian's knowledge and research skill can save attorneys time and clients' money

Marketing Plan - Product

- Technical Services
 - Cataloging and other technical services provided
 - How does this help the attorneys
 - Evaluate and manage new technologies to enhance productivity
- Organize internal records, data and collection for user-friendly access
- Keep data on how many books and other materials are cataloged and updated
- Maintain and update Library Intranet

Marketing Plan - Product

■ Prioritize

- Do not think of this from a “product specific” perspective, but a customer-centric problem solving one
- Focus on what products and services that are strategically important to the market segments
- How is the parent organization growing and how can you provide the best service and content to those aspects/departments
- Who are you currently servicing and can that be improved?
- Do not market to declining customer segment

Marketing Plan - Price

- Price within traditional marketing stands for setting the price of a product in the market place
- As a librarian you advise customers on the most cost-effective methods and resources available – a different form of price, but just as vital

Marketing Plan – Promotion

- Action Plans and Implementation
 - Actions to be taken
 - Communications strategies
 - Responsibilities defined
 - Timing
 - Budget
 - Time Commitment

Marketing Plan - Promotion

■ Marketing Mix

- Tactics used to market products and services to defined and prioritized segmented customer groups
- Various tactics should be used to promote the same aspect that is being marketed
- Statistically a person must hear something 7 times before they remember it

Marketing Plan - Promotion

- Be creative!
- Brain storm ideas with your staff
- Consider culture & diversity of your organization

Marketing Plan - Promotion

- **Initial Library Orientation and tour for all new employees/students**
 - Work cooperatively with recruiting
 - Library packet that tells customer about the collection, services provided and the staff
 - ❖ Pictures are worth a 1,000 words – list credentials, areas of expertise and work experience
 - ❖ Pictures make it easier to identify you
 - Same information should be on main library intranet with contact information

Marketing Ideas

- Collection organization by practice area
- Bar Code all publications
- CLE for various training where applicable
- Coffee Break Training in short 15 minute sessions
- E-mail – make it noticeable and not too wordy
- Lost publication – include a picture of the publication
- Attend section meetings

Marketing Ideas

- Newsletters to specific customer groups
 - Job type or practice area
 - TOC & Sections for specific practices/users
- Intranet Updates on What's New in the Library
- Pictures of librarians, titles and credentials should be in the intranet
- Email online Topical/Content tabs for specific users and groups
- Name plate for person staffing reference desk
- Work with vendors for specific training needs

Marketing Ideas

- National Library Week Events
- Walk a floor at a time
- Promote ILL
- Survey once a year– Survey Monkey



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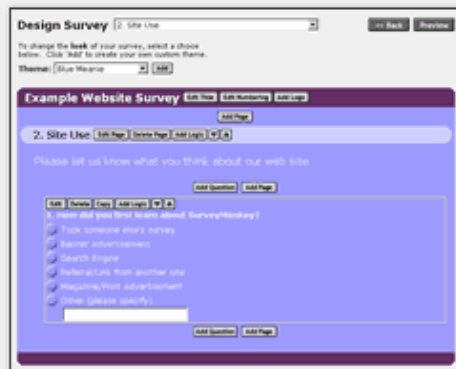
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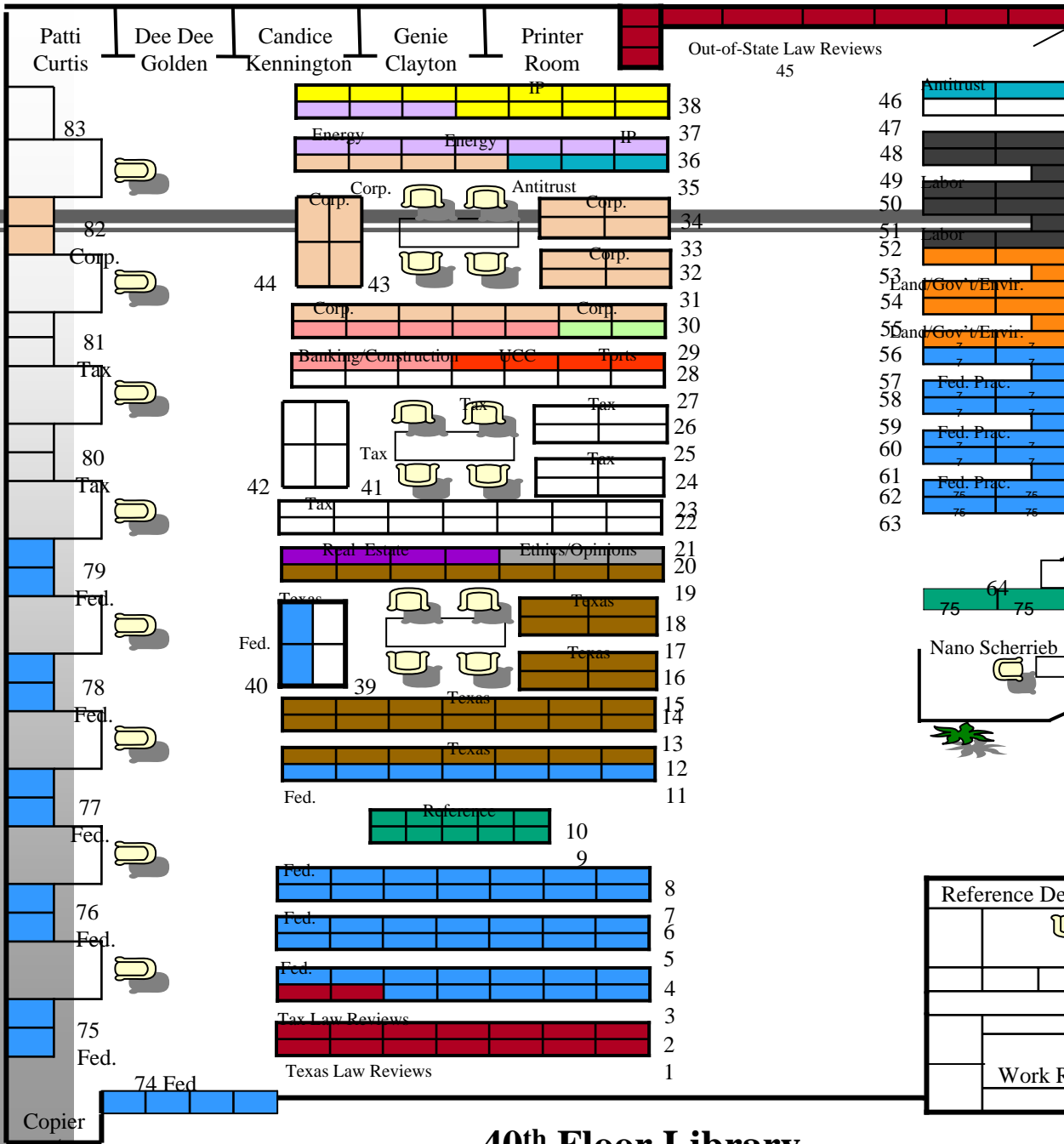
Marketing Ideas

■ Intranet

- Leverage the firm's intranet as an opportunity to expand the accessibility of the library beyond its physical space
 - ❖ Connecting the firm's offices worldwide
 - ❖ Collect & disseminate news feeds to sections and about the firm's clients
 - ❖ Include gadgets and technology updates – attorneys love toys!
 - ❖ Content/Topical Intranet pages
 - ❖ Integrate links into the library with easy access to e-mail and contact information to reference staff
 - ❖ Online catalog of library assets

Marketing Ideas

- Create visual aids for customers
- Knowledge Management Services (KM)












MARGO DAVIS
Manager of Library Services

Legend – reverse side

Entrance

40th Floor Library

LEGEND

	- Reference
	- Texas
	- Ethics/Opinions
	- Real Estate
	- UCC/Contracts
	- Banking/Construction
	- Torts/Insurance
	- Corp.
	- Energy
	- IP
	- Labor
	- Land/Local Gov't/Enviro./Health
	- Fed. Prac.
	- Antitrust
	- Law Reviews
	- Tax

SATELLITE LIBRARIES

38 TH FLOOR	–	BANKRUPTCY MATERIALS, VERNON'S, USCA, FEDERAL SECURITIES LAW REPORTER
39 TH FLOOR	–	VERNON'S, USCA, TEXAS LITIGATION GUIDE
41 ST FLOOR	–	VERNON'S, TEXAS CASES, TEXAS LITIGATION GUIDE, TEXAS DIGEST
43 RD FLOOR	–	FEDERAL SECURITIES LAW REPORTER, NYSE GUIDE, NASD MANUAL
44 TH FLOOR	–	TAX/BENEFITS LIBRARY
45 TH FLOOR	–	SELECTED REAL ESTATE MATERIALS, VERNON'S
46 TH FLOOR	–	USPQ, CHISUM ON PATENTS, PATENT PRACTICE

Marketing Ideas

■ Keep Statistics

- Communicate annually about “Fun Facts” about the Library Staff and Library
 - ❖ Number of materials cataloged
 - ❖ Number of ILL’s
 - ❖ Number of invoices processed
 - ❖ Number of reference question/ research tasks accomplished

Assessment

- Data on how many reference requests conducted each year and quarter
 - Track the types of questions/ commonality
 - Track section
 - Type of user – attorney, paralegal, summer associate, legal secretary
- Track/log intranet usage and users
- Keep information for each month, quarter and year and then year to year

Assessment

- Return on Investment (ROI) - Can metrics be captured and translated into dollar/cents data?
- Evaluate changes in customer's needs or business so that marketing efforts correspond to those changes

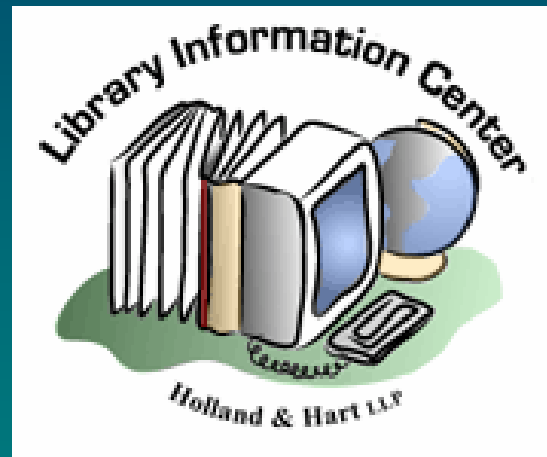
Branding

- Develop a brand for the library
- Should be consistent and integral component
- Logos, slogans and the use of color provide name recognition, describe purpose and will reinforce brand – think about image

Branding

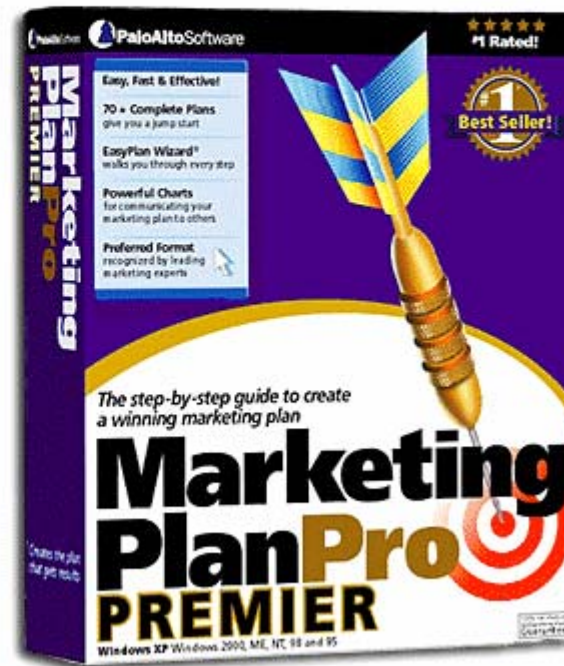
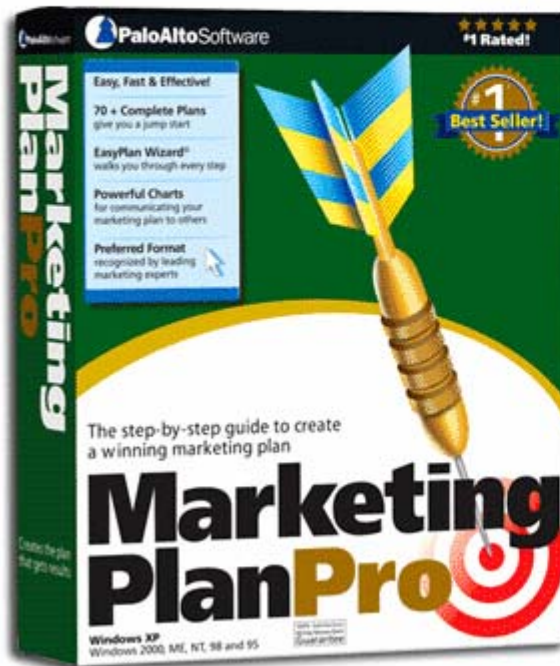
- Be consistent
- The “Library Brand” should appear on all forms of communication
 - Letters
 - Reference Forms/ ILL Requests
 - Fax cover sheets
 - Electronic signatures on e-mail
 - Intranet
 - Book marks or mouse pads
 - Screen savers – especially on library terminals

Branding Example



Template software for creating a Marketing Plan

welcome to **Marketing Plan Pro**



Research the Topic

■ Read

- AALL Spectrum
- On Westlaw
 - ❖ Library Journal
 - ❖ Law Library Journal
- Web pages

■ Network

Conclusion

- Mission Statement
- Market Plan
 - Segment, segment, segment
 - Needs assessment
 - Prioritize
- Marketing Mix
 - Communications Strategy
 - Use various formats
 - Write a formal Marketing Plan
- Assessment – keep statistics!
- Branding

Remember

- Make it personal
- Listen, learn & leverage – turn customer knowledge/problems into actionable marketing items
- Promote the value you and your staff bring to the organization
- Create the marketing strategies and communicate effectively
- The library is NOT a library without a librarian!

Thank You and Good Luck!

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