

KEYNOTE

True Marketing Defined

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Chaired by Dr. Heli Kautonen, Finnish Literature Society, Finland

June 24, 2020 | 11:00–12:00 CEST



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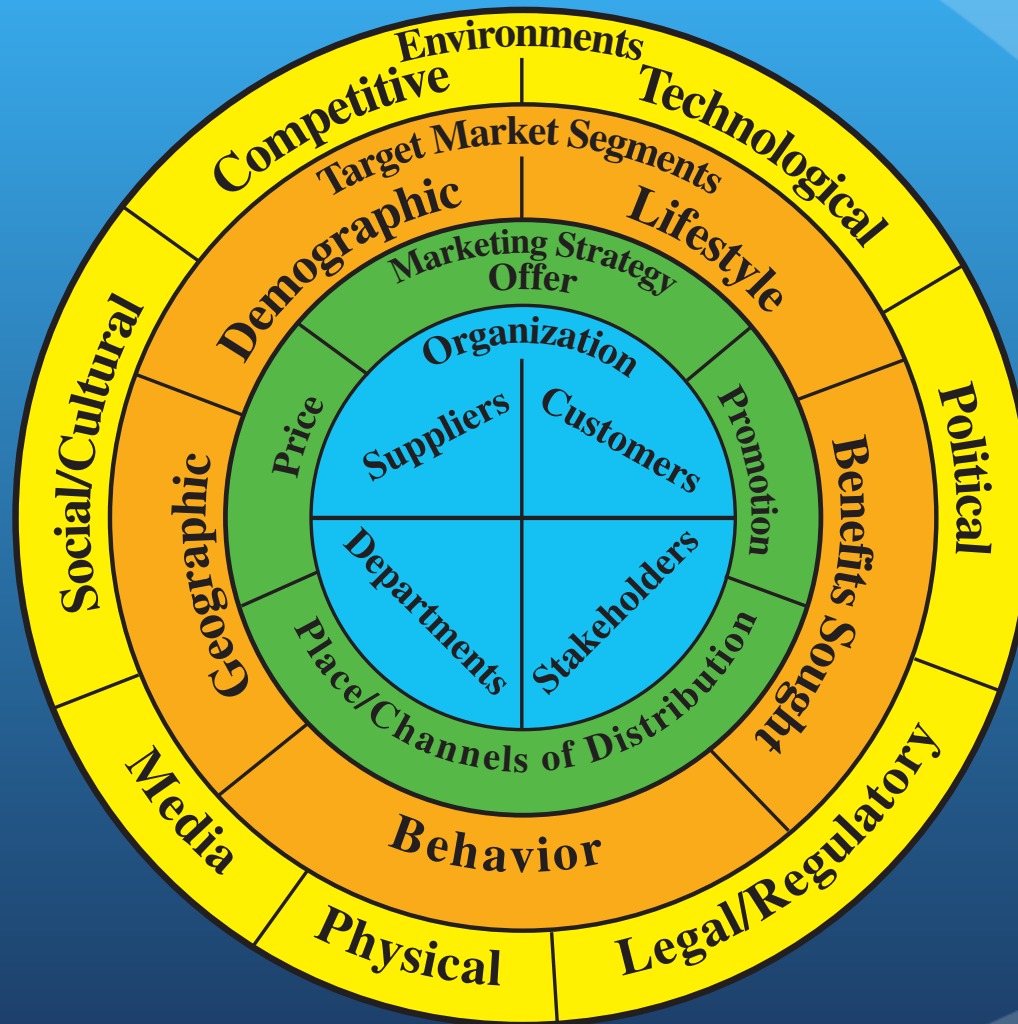


Enabling World Class Research
LIBER 2020 June 24

Two large, curved arrows with a green-to-blue gradient are positioned on the left and right sides of the slide. Each arrow starts at the top and curves downwards and inwards, pointing towards the central text block.

True Marketing Defined
Marketing Library and Information Services
Dr. Christie Koontz
Florida State University

The Environment of Marketing for Library and Information Services



An Introduction to Marketing

What Is Marketing?

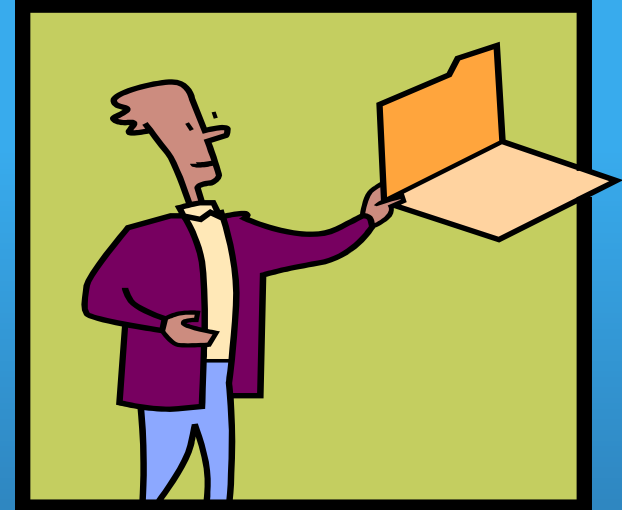
Marketing is a process that you do over and over again – a tried and true systematic approach for matching services and products to a consumer's wants, needs and desires.



In urban areas the average person is bombarded with some 250-3,000 marketing messages per day—it seems someone is always trying to persuade us to buy something.

Marketing Is:

- The process of identifying customers' needs
- Assessing what you do for maximum customer satisfaction
- Applying common sense



Marketing Is Not:

- Selling
- Products/services
- Advertising
- About increased profit
- Strictly for Businesses



“ *True marketing* involves evaluation and planning, which results in data-driven products and services that match identified customer needs.”

Philip Kotlers Definition of Marketing



“Marketing is getting the right goods and services to the right people at the right place at the right time at the right price with the right communication and promotion – marketing is a human activity directed at satisfying needs and wants through exchange processes.”

(Marketing for Non-Profit Organizations, 6th ed)

What You Need to Market: Mission, Goals, and Objectives



THE MISSION

“The mission drives the organization, and must resonate with all staff, customers and stakeholders.”

Purpose

- Philosophy
- Core values
- Priorities
- Team building
- Staff orientation
- Consensus
- Education

Guidelines

- Be idealistic and lofty
- Don't try to be everything to everyone
- Don't promise what you can't deliver
- Involve managers
- Think of it as a guide to the future

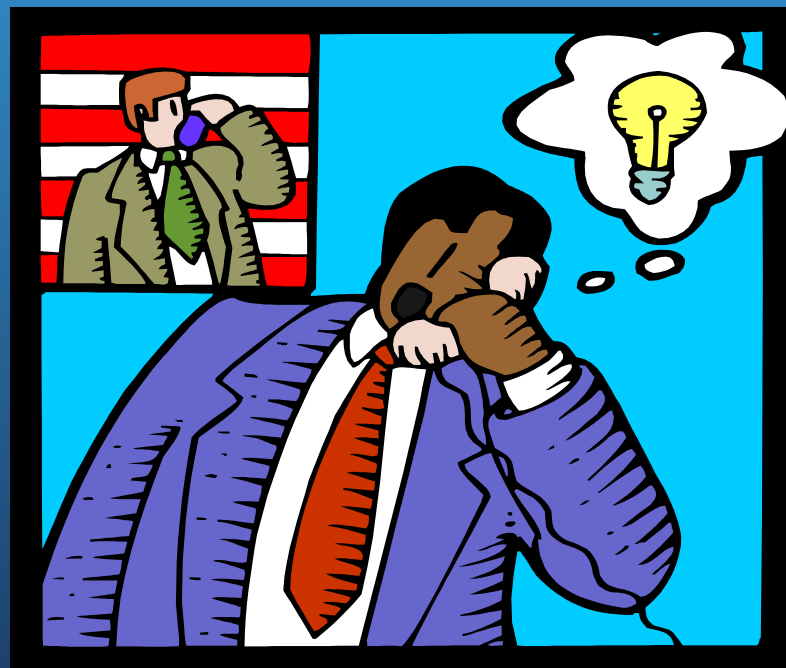
The Mission Statement

Who are we? What do we stand for?



The Mission States Who You Are

- expresses the philosophy
- illustrates core values
- provides consensus
- offers education
- creates awareness



Academic Library Examples

The University Libraries support teaching, research, and intellectual inquiry at Florida State University by providing diverse scholarly resources and innovative services within dynamic learning environments.

The Central Washington University libraries provide quality resources and innovative services to stimulate creativity, intellectual curiosity, and to facilitate lifelong learning and research within the communities we serve.

The mission of the Bodleian Libraries is to provide an excellent service to support the learning, teaching and research objectives of the University of Oxford; and to develop and maintain access to Oxford's unique collections for the benefit of scholarship and society



- **EXAMPLE for Discussion**

Vision and Mission

Our Vision

Empowering XXXX research and learning community with deep expertise, innovative services, and outstanding collections strengthened by strategic partnerships.

Our Mission

XXX University Library promotes a culture of broad inquiry and supports the University's mission to discover, preserve, and disseminate knowledge and creative expression.

It engages with the ongoing transformations of society to deliver world-class physical and digital content and services critical to research, education, and outreach, now and in the future.

The Library acts globally, supporting XX mission in XX State and beyond, and builds partnerships within and outside the university.

It invests in its staff, collections, and physical and virtual libraries. And, it serves as a neutral and trusted party supporting information access and scholarly communication.

Organizational Goals & Objectives*

What do we want to do now that we are not doing?

What do we want to achieve: generally and specifically

Purpose

- **GOALS:** What you want to achieve in general
- **OBJECTIVES:** What you want to specifically achieve

Objectives

- Must be measurable, quantified
- Can be process or outcome - do something, that results in something
- Limit to one process or outcome for each objective
- Supported by strategy and action plan
- Keep realistic

* These come from strategic planning efforts every 3-5 years, marketing programs are the action plans

Goals and objectives can change year to year according to strategic planning, mission statements should not change more often than every five years...



Example

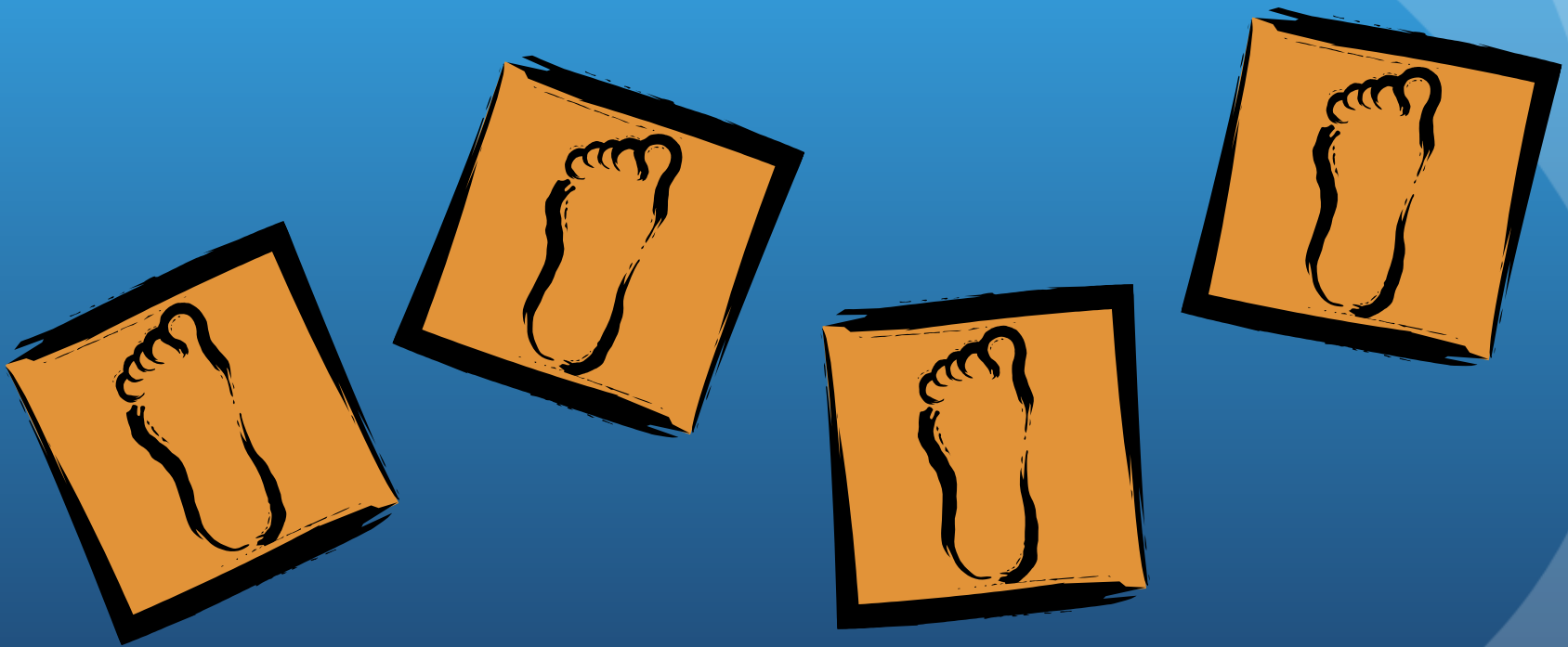
GOAL: *To foster a user centered culture in 2020-2021*

OBJECTIVE: *To engage in two campus-wide studies of current and potential users (customers) of the library to better understand their research styles, needs and behaviors*

OBJECTIVE: *To use the data derived from the studies to better profile three target (customer) markets and their needs.*

OBJECTIVE: *To develop and implement services to meet market needs and discontinue ineffective services.*

The Four Step Marketing Model



TRUE MARKETING

“True marketing is identifying the needs and wants of actual and potential customers, within the mission and resources of the organization.”

The Marketing Model?



Market Research

Identifies Potential & Actual Customers

Market Segmentation

Groups Customers

Marketing Mix

Develops Satisfying Customer Offerings

Marketing Evaluation

Measures Success

Step One:

Market Research

(Environments and Markets)



MARKETING RESEARCH

“Marketing research is the continuous acquisition and analysis of the organization's customer-related data that answers important questions and solves problems.”

Step 1: Market Research



MARKETING RESEARCH IS:

The function that links the information professional to the customers' wants and needs

- Identifies customer data
- Designs the methods of collection
- Manages and implements data collection processes
- Analyzes results
- Communicates findings
- Marketing research is planned and systematic

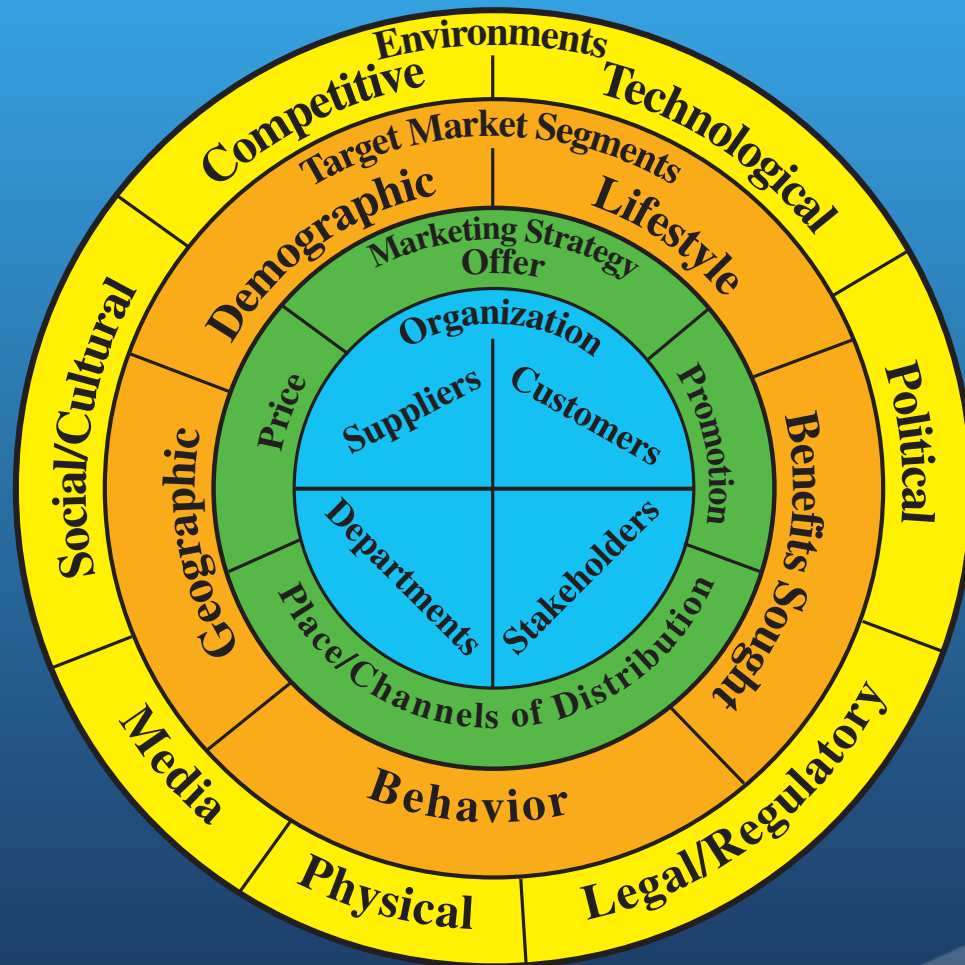
(Whole workshops can be valuable on this alone)



ENVIRONMENTAL SCANNING

“Environmental scanning data is primary (and potentially expensive) or secondary (and already available.) Use the *relevant* data you have on hand [first.]”

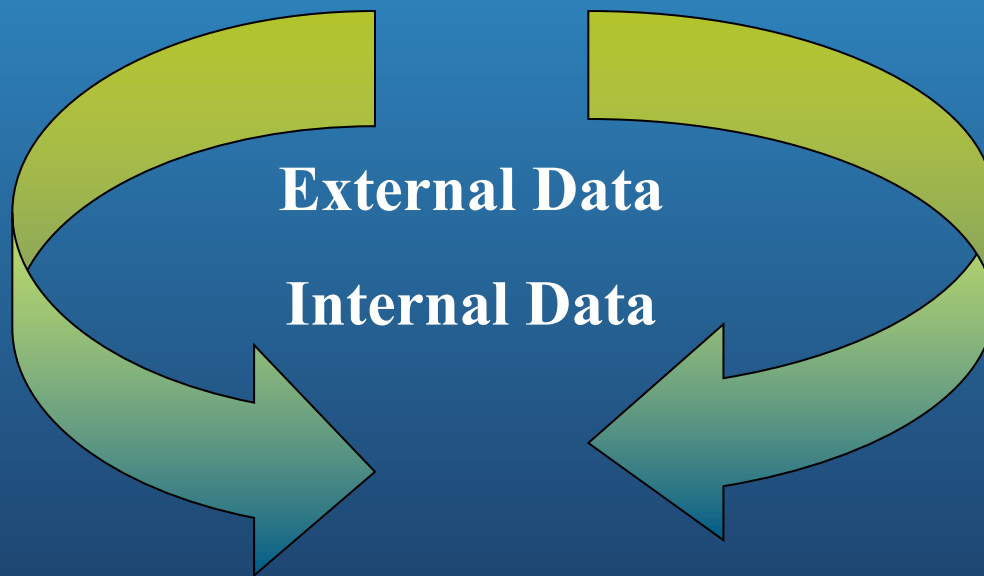
The Environment of Marketing for Library and Information Services



Scanning Environments

You need to know specifics about:

- The external environment within which you operate
- The internal environment of your organization



Scanning the External Environment

What is happening outside your organization's doors?

- **Demographic** - Population, class level, age, ethnicity,, language spoken, subject area
- **Economic** - What's the local or parent organization's economy?
- **Geographic (and virtual)** - Where do actual and potential customers live?
- **Social** - Are there social considerations such as changing values, beliefs, customs?
- **Media** - What media are available and who *and which are consumed*
- **Cultural** - Is the population multicultural, thus requiring cross cultural considerations?
- **Psychographics** - What are prevailing attitudes, opinions, beliefs, perception?
- **Public Policy** - Is public policy (i.e. funding priorities, community development)
- **Technological** - What enhancements may we benefit from? New regulations?
- **Competitive** - Who has potential to cut into your market share?



A unique concept...competition

All organizations face competition including libraries and nonprofits



- **The Internet**
- **Popular Mobile Apps**
- **Video Games**
- **Social Media**

The concept of libraries residing within a competitive market is new and is new to many public and non-profit agencies.

All entities are *competing* for the target market's time, interest, support and money.

Competition is anything that has potential to cut into your market share - and take away your customers or stakeholders.

Competition also includes other departments or public agencies who compete for the same funds.



External Environment Data Sources

TYPE OF DATA

(As relevant)

Population

Demographics

Economy

Political

Social/Cultural

Technology

DATA SOURCES

Public Agencies

State and Federal Agencies

Professional Journals

National Organizations

The Mass Media

World Wide Web

“Hot Topic” Data from External Scan

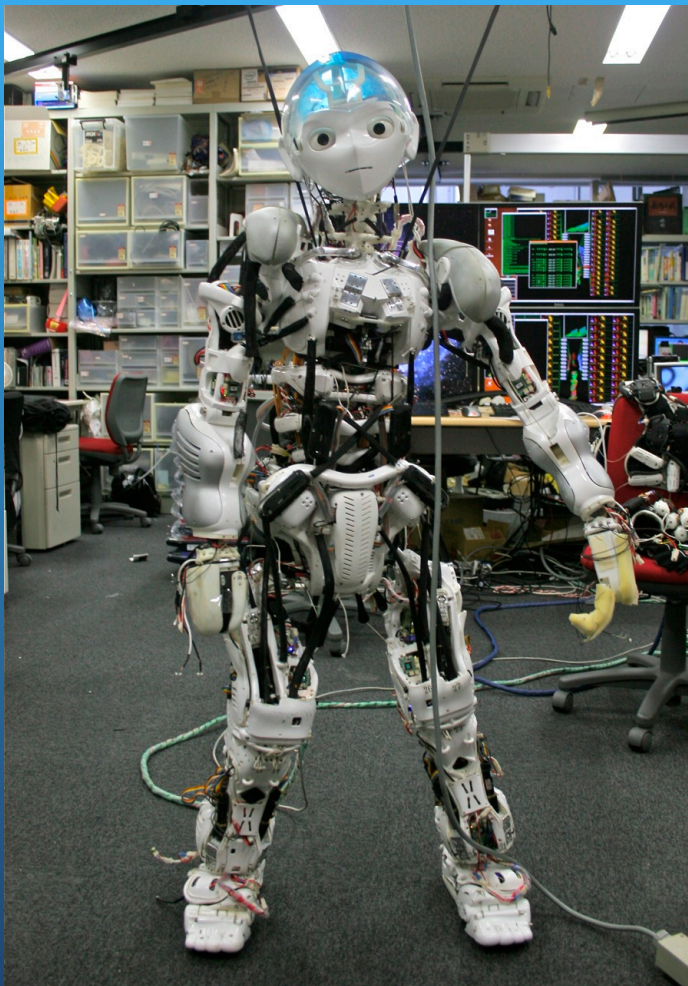
- ACRL 2019 *Environmental Scan* <http://www.ala.org/acrl/sites/ala.org.acrl/files/content/publications/whitepapers/EnvironmentalScan2019.pdf>
Every two years, the ACRL Research Planning and Review Committee releases an environmental scan of higher education, including developments with the potential for continuing impact on academic libraries. The [2019 Environmental Scan](#) (PDF) provides a broad review of the current higher education landscape, with special focus on the state of academic and research libraries.
- Moving Forward Key Findings from New Libraries *COVID-19* Survey
<https://www.acrl.ala.org/acrlinsider/archives/19943>
- *Diversity, Equity, Inclusion* <https://www.lib.iastate.edu/about-library/library-diversity>
- Libraries Respond: *Immigrants, Refugees and Asylum Seekers*
<http://www.ala.org/advocacy/advocacy/diversity/libraries-respond-immigrants-refugees-and-asylum-seekers>
- [Status] Library [Federal, *CARES*] Funding <http://www.ala.org/advocacy/library-funding>
- Why *Population Growth* Matters to Education and Labor https://pai.org/wp-content/uploads/2012/02/PAI-1293-EDUCATION_compressed.pdf
- How *Demographic change* is Transforming the Higher Ed Landscape
<https://www.higheredjobs.com/blog/postDisplay.cfm?blog=25&post=1843>

Hot Topic Trends Data from External Scan

- Janet Nelson. “Five Library Trends to Watch.” IDEAS + Inspiration from DEMCO. <http://ideas.demco.com/blog/5-library-trends-to-watch-in-2016/> (makerspaces, IOT, Knowing Your Community, Story doing)
- Crin.acrl.org. ACRL Research Planning and Review Committee. “Top Trends in Academic Libraries: A Review of the Trends and Issues Affecting Academic Libraries in Higher Education.” <http://crln.acrl.org/index.php/crlnews/article/view/9505/10798> data services and policies, professional development, collection assessment, student evaluation of learning
- Six Growing Trends taking over Academic Libraries <https://www.ecampusnews.com/2017/03/24/growing-trends-academic-libraries/> valuing user experience, customer as creator, rethinking library spaces



Noteworthy Trends from External Scan



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- ROBOTS - store and retrieve
- SUSTAINABILITY - triple bottom line framework:
Economically feasible?
Socially equitable?
Environmentally sound?
- VIRTUAL REALITY- augment instruction
- CONFRONTING DATA BIAS - unmediated technology
(ensure data collected ethically, stored securely, and anonymized)
- PRIVACY SERVICE - giving users a sense of how secure their personal information will be with a given vendor

American Libraries June 2020



Internal Environment and Data Sources

*Start with the internal records of your organization.
Consider even if you have the data can everyone get to it?*

POTENTIAL INTERNAL RECORDS

Use Records

Performance/Service Records

Customer/Member Information

Customer Feedback/Inquiries/Complaints

Program Budget/Expenditures

Past Project Proposals

University Planning Documents

Evaluations and Assessments

Board of Directors Meeting Minutes

Organizational Policies and Procedures

Strategic Plans

Annual reports

- Identify several internal data sources, which may offer answers and solutions to marketing research questions. Is it readily accessible and available?



- Identify several external data sources. Which questions might these answer. Do others have the data—can you access it? What are barriers or challenges?

Your Environmental Scan Results in *SWOT*

Strengths Staff is knowledgeable & good morale

- Technology and resources
- Strong effective leadership

Weaknesses Limited funds

- Poor communication of services
- Increased workload for current staff

Opportunities Mobile apps and social media

- Digital divide funds available federally
- Technology training is in demand

Threats Unmet and unknown user needs

- Perception of libraries' obsolescence
- Wi-fi available off campus at Starbucks



MARKET SEGMENTATION

“Libraries, museums, and archives group customers according to similarities such as age or behavior, class level or delivery, geographic location, type of use, income, or shared wants and needs.”

Step Two:

Market Segmentation



(Customer Groups)

First Step in Segmentation: Identify Current Markets

- A Market is all the people who have some stated INTEREST in a particular product or service or who could be expected to have one in the future.

E.g., all online users



Libraries Practice

Market Segmentation for over 100 Years!

- Freshman
- Distance student
- Faculty
- Curricula
- Field of study
- Department/division
- Adult, juvenile
- Mystery readers
- Internet users



Other Ways to Segment

Uses of Services

- Questions that need answers
- Research on special topics/curriculum
- Quick Internet information

Population Characteristics

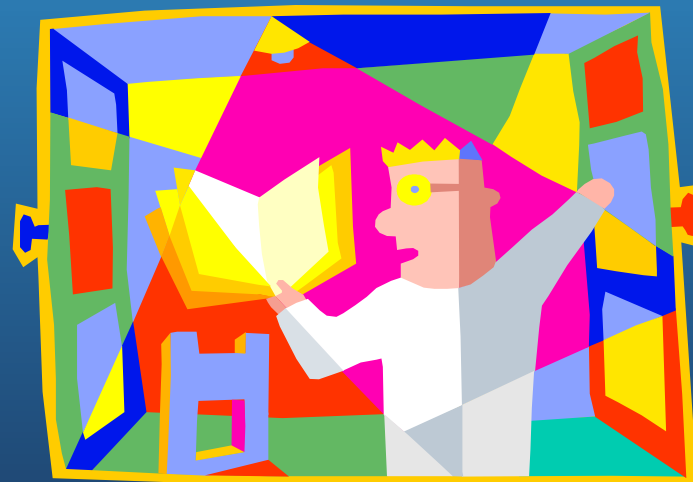
- Age
- Ethnicity/Race
- Language spoken
- Class level
- Subject of study

Psychographic/Lifestyle

- Attitudes/Opinions/Interest

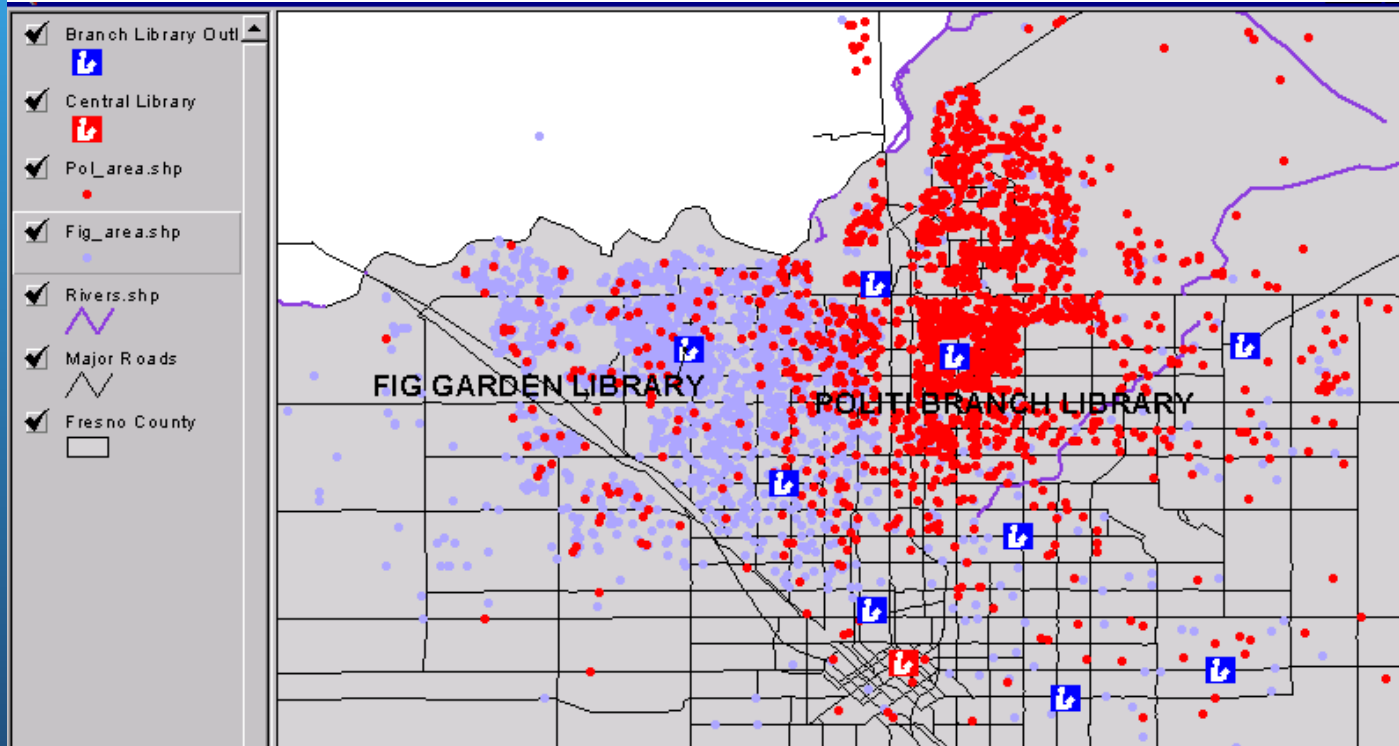
Geographic

- Postal codes
- Government boundaries
- Actual Area Where Users Live
- Access (in library or online)



GEOGRAPHIC SEGMENTATION

For a public library, conduct a sample of about 200 registration records from the branch file and plot residences on a large map. Use the maps to draw market areas. This is the more precise way.



Do the same as above, and use circulation data. This will show where more frequent users live.

...more ways to segment!

Volume or Rate of Use

- Circulation or specific use of materials/service
- Light or heavy volume materials/service
- Time of day materials/service
- Frequency of use

Benefits Sought

- Educational
- Quick information, 24/7 access
- Entertain Self-Improvement, Life-Skills
- Reduce isolation

Users Versus Non-Users

- May Share Common Characteristics
- Why Are People Not Using the Library?

Combination

- Class level/online/curriculum/demographics



STAKEHOLDERS

“Stakeholders are defined as anyone with a relationship with an organization. Stakeholders can be potentially valuable allies, or in some circumstances may become adversaries.”

Stakeholders are people with a vested interest in your organization and its activities.

Stakeholders for a University Library
Might Include:

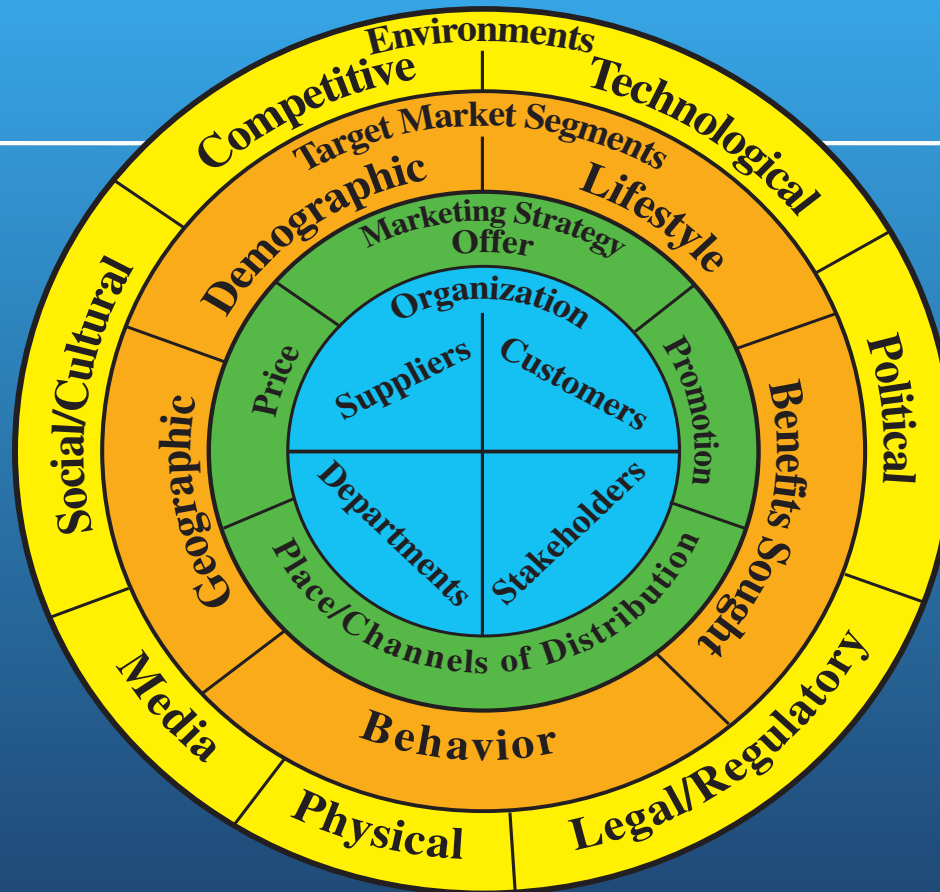
- Students and faculty
- Staff
- Administrators and Deans
- Alumni and Public Officials
- Vendors
- Parents
- Campus Groups and Organizations



Stakeholders have vested interests -and conflicts of interest.

Stakeholder	Stakeholders' Interest	Potential Conflict with Library's Interest
Taxpayers/Funders	Quality of collections/rankings Pride in physical facility Outreach	Cost Unavailable services Hours of operation
Users	Location Quality and variety of materials Convenient hours Convenient materials return Reasonable loan policy	Materials unavailable Services unavailable Demand for longer hours Perceived obsolescence because of Internet
Potential Users	Special materials and services Perceived size and quality of collection Convenient locations/access	Lack of awareness of services available Desire for services and materials which are unavailable Collection decisions
Library Staff	Professionalism/pride Innovation Job satisfaction Public service	Difficult customers Job dissatisfaction Compensation Work schedule
Advisory Board	Increased collection Increased services Increased circulation Increased registration Increased funding Cost-effective operation	Collection decisions Personnel decisions Allocation of resources Hours and services Poor public or political support

KEEP MARKETING DATA UP TO DATE



Summary of Environments



- *Summarize your up to date research findings into a background narrative that can be included in your marketing plan, grants and funding request, annual reports !*



IN COLLECTING THIS MARKETING INFORMATION THERE IS A LACK OF DATA RE LIBRARIES, YET MORE GENERALLY, LIBRARIES ARE UNDER PRESSURE TO MAKE THIS TYPE OF DATA AVAILABLE

The State

Florida is the third largest state and second in population growth and first in net immigration in the US. *Florida is ranked #1 in education by US News and World Report*, looking at criteria such as #Floridians that hold a college degree, the time it takes students to complete degree programs, the cost of in-state tuition and post-graduation debt.

The University

The University is a public, fully accredited, coeducational institution, and one of eleven units within the Division of College Universities directed by the State Board of Education. It has 16 colleges and offers baccalaureate degrees in 101 fields, master's degrees in 114 fields, master's/specialist degrees in 27 fields, doctorate degrees in 73 fields, and professional degrees in 2 fields. Eighty-two percent of the students enrolled at the university attend full time. Undergraduates comprised 76.7 percent and graduate students 20.8 percent of the total enrollment of 41,065 students. University is now in Top 25 in US. *University Libraries *is key to these rankings xxx.*

University Libraries

The University is one of the country's major research institutions of higher learning. The University Libraries actively contribute to the university's reputation through their collections, services, and expert personnel. The Libraries are decentralized to provide specialized services, programs, and collections for their users, while sharing an online catalog and a common electronic circulation system. The University Libraries currently have 148 FTE (50 FTE are faculty and 98 are support staff and paraprofessionals). The Libraries are currently organized into five divisions. Other than Administration, each division is led by an Associate Director, who reports to the Director of University Libraries. The budget allocation for the University Libraries is \$13,359,474. Of that amount, \$5,443,310 is allocated for acquisition of library materials. Budgets will remain flat for the near future, putting pressure on the Libraries as journals and books continue to increase in cost. The flat budgets faced by the Libraries over the past several years significantly impact the quantity and quality of online journal offerings, books, and other materials.

Future

Recent changes in leadership, changes in user needs, expectations, and technology are rapidly transforming academic libraries. While libraries' core functions—acquiring, preserving and providing access to human knowledge—remain, in order to continue playing a vital role in the current academic environment, libraries must be proactive in creating and developing services, processes, programs, and spaces that are responsive to user needs, advances in technology, budget constraints, and new forms of scholarship, communication, and interaction. In response, University Libraries had several renovation projects underway. The first floor will be renovated into an Information Commons to better serve the needs of undergraduate students. The basement is being renovated into a Scholars Commons to meet the needs of faculty and graduate students. Note Before and After Data Needed.

*Fictionalized.

Prepare to Implement: Strategies and Actions



Refine your target market:

Who are the specific new customers you want to reach?
Based on your research, you can now be specific.



- Class level
- Type of Use
- Psychographics

Example: Preliminary Target Market

New students using the library on campus

Target Market:

New freshmen (somewhat intimidated) using the university library (in person and on campus) needing assistance with how to use research guides

MARKETING MIX STRATEGY

“The marketing mix strategy is the "4 P's" of product, price, place, and promotion, regularly evaluated and optimally adjusted to satisfy customer wants and needs.”

Step Three:



Marketing Mix Strategy:

Product, Price, Place and Promotion

Marketing Mix Strategy



Marketing Mix is the development of products, price, place and promotion of materials, services and programs to serve your identified target market

Every PRODUCT has a PRICE and must be made available some PLACE that groups find out about through PROMOTION

How these work together for optimal customer satisfaction is the marketing mix strategy.

- Product
- Price
- Place
- Promotion



Product...

Anything (tangible or intangible) that can be offered to a market to satisfy a need.



Goods

Books, cd's, films, journal articles, online databases, educational games, software, Internet access,

Intangible Goods

Satisfactory customer service, lifelong learning, interactivity with community (e.g., social media)

Services

Computer or manual aided searches, instruction on use, tours of exhibits,

Literacy training, demonstrations, document delivery, interlibrary loans

Person

Reference librarian, archivist, digital humanities or subject specialist

Place

The library, museum, archives, the website, the chat room

Idea

READ! Help Customers DO Things! Promote Diversity!

PRICE

“Price is defined-as the sum of all customer costs.”

Price

(Customer Costs) Nickels and Time!

...price can mean the trouble of acquiring something, not just a monetary charge



- Wait time
- Inquiry time
- Speed of assistance
- Posting time
- Reading time
- Privacy
- Travel Time



PLACE

One of the oldest retail mantras is “location, location, location” -- now physical and virtual.

Place

PLACE is how your organization makes its products and services available and accessible to its markets

- Facilities
- Bookmobiles
- Units or division deposits
- Hours of Access
- Remote Access
- E-mail reference
- Home delivery
- Mobile apps
- Web browser



Theory of Place (unique services or collections)

Bergen Public Library; Firestone Library Princeton NJ



Cyberspace and or 'place?'



- 'Walk-in' (freshmen on campus) affected by geographic location of library
- Hours of access affect place
- Type of browser affects place
- Interior layout of the library affects delivery of services



PROMOTION

“Promotional tools include advertising, sales promotion, publicity, personal selling, and direct marketing, combined with the media chosen for promotional messages.”

**Promotion is a TOOL of Marketing!!
Way down the food chain**

Promotion= Tools + Media

Promotion is getting the word out on your products or services through the use of targeted tools and media:

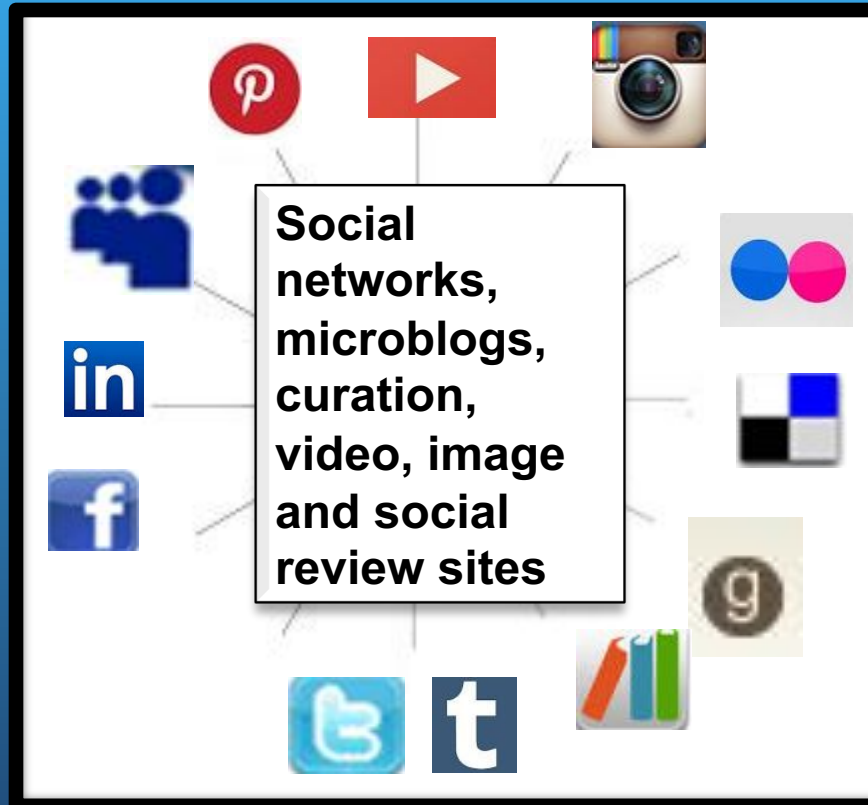
- **Advertising** - paid or public service, electronic media, print media, outdoor, transit
- **Media/Publicity**- news releases, community events/announcements
- **Sales Promotion**- flyers, posters, handbills
- **Direct marketing** - email, text
- **Personal** - word of mouth
- **Special Events** - Twitter chats, exhibits, openings (online or on site)



SOCIAL MEDIA & Internet FACILITATE all Tools

Social Media ...

...in the Marketing Process



Choosing Promotional Tools



1. What are the target audience's media habits? Ask members of the target group what media they get information from (at a minimum.)
2. Think about the characteristics of your product, and the strengths and weaknesses of the media.
3. Cost and subsequent effectiveness in light of funds available.
4. Can you successfully offer the product without successfully communicating its availability?



Choosing Social Media Sites

- Is your target market using Facebook, Snapchat, Instagram, Twitter, YouTube, Tumblr or another social site?
- Does your promotion work well within the chosen social site(s)?
- Is the cost in time, money & effort worthwhile (e.g. the return in investment on efforts such as creating YouTube videos?)

Social site demographics on Alexa:

<http://www.alexa.com/>



“Marketing trends are often about “promotion”

- Elizabeth Chung. “Three Nonprofit Marketing Trends You Absolutely Need to Know.” Classy.org.
<https://www.classy.org/blog/3-nonprofit-marketing-trends-you-absolutely-need-to-know/>
- John Trybus. “Five Trends in Nonprofit Marketing & Communications.” Center for Social Impact Communication at the Georgetown University School of Continuing Studies. <http://scs.georgetown.edu/about-scs/news-and-events/article/5405/nonprofit-marketing-trends>
- Crin.acrl.org. ACRL Research Planning and Review Committee. “2016 Top Trends in Academic Libraries: A Review of the Trends and Issues Affecting Academic Libraries in Higher Education.”
<http://crln.acrl.org/index.php/crlnews/article/view/9505/10798>

Content and Delivery Must be Targeted

Trends (in promotion) that keep coming up are:

- Make sure you are mobile
- Make sure you have a lot of content
- Make sure your content is personalized...
- But wait—*TRUE MARKETING* designates the target market to whom we are sending the mobile messages; assures the content is provision of a service or product they want and need; and delivered in a medium the target market consumes
- Promotion is way down the marketing food chain...(research, segmentation, then mix strategy...)

Marketing Mix Strategy

- Product, price, place and promotion work together to provide optimal customer satisfaction.
- To implement the strategy--the library must be willing to tweak the 4P' s, as well as not put the burden on the customers.



Example of a Marketing Mix Strategy:

Based on your research, you describe the strategies you will use to achieve *program level* goals and objectives
(to carry out organizational level goals and objectives)

GOAL:

Increase awareness of new freshmen using the university library
(in person and on campus) for librarian assistance with how to
use research guides

- **OBJECTIVES:**

To increase awareness by 25%
To increase use by 50%

- **TARGET MARKET:**

New freshmen entering 2020-21



Social Media Program Level Goals and Objectives

(working through librarians who teach, or faculty)

- **GOAL:** *to use social media to promote the “how-to” research workshops;*
- **OBJECTIVE:** *to increase foot traffic to library workshop by 25%;*



Another example and extension...

- **GOAL:** *to use social media to increase use of research related materials and databases*
- **OBJECTIVE:** *to increase use by 25% and web traffic by 25%*

Social Media Evaluation

- Beyond counting followers, “likes,” retweets and reshares, are we counting measurable impacts toward the organization’s goals & objectives?

[examples: signups for workshops, traffic from social media to certain databases, increased attendance at workshops]

- To what extent are our social media efforts reaching our desired audiences?

[examples: % Twitter followers from freshmen community? % Facebook users signing up for research consultations]



- *to increase foot traffic to library workshops, programs and events from social media promotions by 25%;*

SCENARIO:

- Research “how to” classes (*product*) offered at a library are only currently available two afternoons a week, attendance is low.

The library conducts market research (*in-library survey*) which affirm and an evening class would be desirable. One customer suggests promotion on social media. Staff searches for information on freshman use of social media and selects Instagram.

- The library subsequently holds a focus group of this population . After learning the class is desired, and many attending are on social media, the library chooses two tactics: posters are placed in local hot spots for freshmen gathering, augmented by a social media campaign (*promotion.*) The new evening class is offered early spring in the library program room (*place*) by a research and reference librarian (*channel*).
- What was tweaked? Mostly the *price*—the cost was too high for attending afternoons and the delivery channel was improved for the population (via). Promotion now includes social media. Evaluation indicates a 50 % growth in attendance..

The Action Plan

- You have identified internal and external influences -
- You have identified customer markets and targeted -

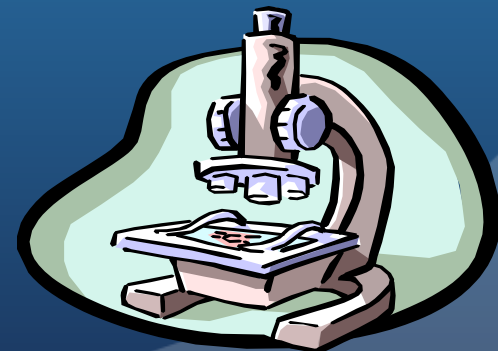
Research You know what you want to do -

Goals You know specifically what you want to achieve -

Objectives You've decided how you want to approach things -

Strategies Now all you need to identify the Who/What/When of tasks

Action Plan !!



EVALUATION

“If you do not establish the review process, someone else will - and you don't want to be stuck with someone else's standards or measures.”

Step Four

Marketing Evaluation



Evaluation

Did You Accomplish What You Wanted?
Your evaluation should...

- Measure whether the OBJECTIVE (s) were achieved
- Be designed before the project is implemented
- Measure outcome or completion of process
- Be realistic - something within your means to assess
- Incorporate performance measures
- Include a feedback loop, a method for revising your approach



Example

Brainstorm!!

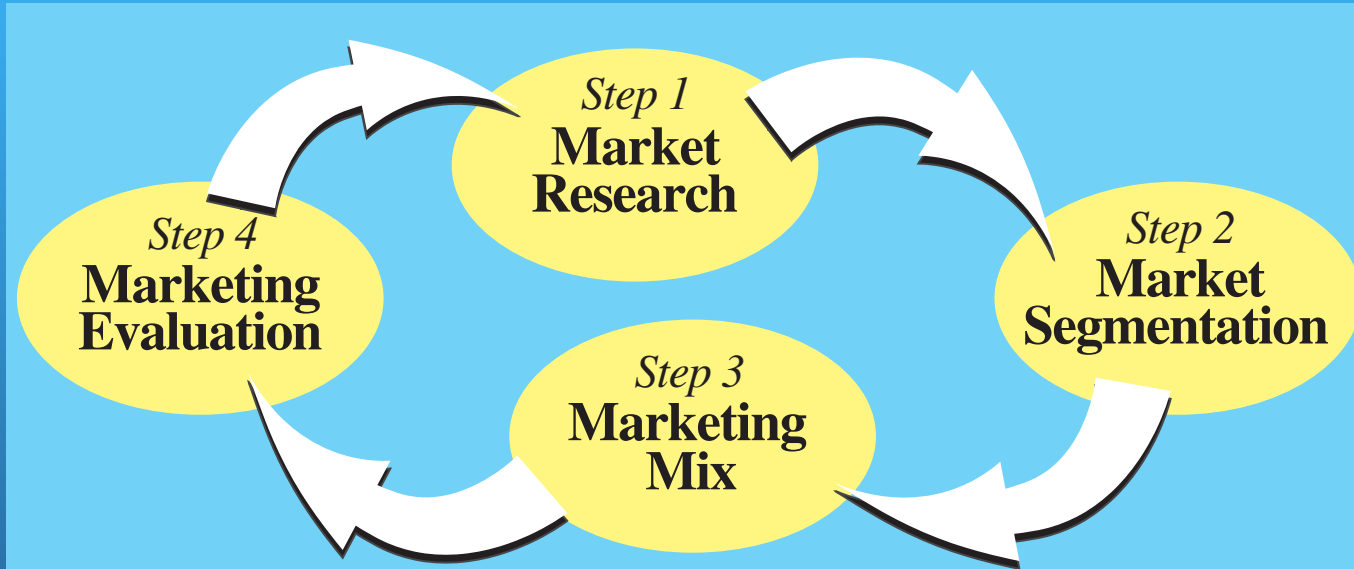
Evaluation Criteria

1. Number of eligible participants identified
2. Number of requests to participate
3. Number of repeat users
4. Customer satisfaction based on survey

Performance Measure Objectives

1. To identify at least 100 eligible participants
2. To provide services to at least 90 percent of all requestors
3. To serve at least 50 repeat individuals during the year
4. To achieve at least an 80 percent rating of good or excellent customer satisfaction

How About The Marketing Model?



Market Research
Identifies Potential & Actual Customers

Market Segmentation
Groups Customers

Marketing Mix
Develops Satisfying Customer Offerings

Marketing Evaluation
Measures Success



FLORIDA STATE UNIVERSITY



The half of knowledge is to
know where to find knowledge

QUESTIONS?

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Case studies and examples shared from...

The Mary Brogan
Museum of Art and
Science



Seward Community Library & Museum



Friends of the Castro Valley Library



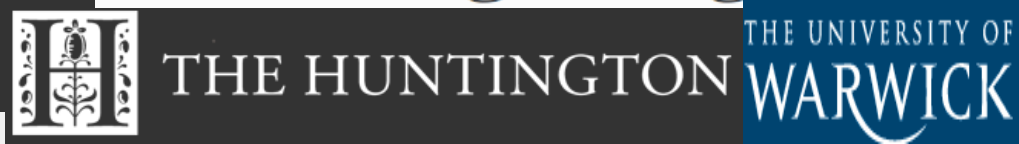
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WESTERN RESERVE HISTORICAL SOCIETY

CHARLES L. BROWN

Science & Engineering Library



BYU Harold B. Lee Library



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College of Medicine





***Marketing and Social Media: a Guide for
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Second edition in process...

Dr. Lorri Mon and Christine Koontz

Thank You for Participating!

Recordings will be made available in the near future!



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