A marketing plan for the National Library of Malaysia: a proposal

PLEASE CITE THE PUBLISHED VERSION

PUBLISHER

Loughborough University of Technology

LICENCE

REPOSITORY RECORD

A MARKETING PLAN

FOR

THE NATIONAL LIBRARY OF MALAYSIA

A PROPOSAL

by

Primalani Muthucumaru Kukanesan, BA (Hons.),
Dip. Lib., A.L.A.A.

A Master's Dissertation, submitted in partial
fulfilment of the requirements for the award of the
Master of Science degree of the
Loughborough University of Technology

September 1991

Supervisor : Dr. Michael Brittain, MA, PhD.

Department of Library and Information Studies

© Primalani, 1991.

Dedicated

to

My Mother

MRS. MAGESWARI MUTHUCUMARU

for her enduring

patience,

sacrifice,

kindness,

and

love.

CONTENTS   PAGE

CONTENTS   PAGE

CONTENTS   PAGE

ABSTRACT

The primary objective of the thesis is to propose a marketing plan for the National Library of Malaysia. Marketing of library services in Malaysia has not as yet been undertaken. The necessity of marketing is discussed in the light of developing an informed society by the year 2020.

The thesis explains the library service structure in Malaysia and the background and legislation which empowers the National Library of Malaysia to carry out its functions. Definitions of marketing and several marketing problems are discussed; each problem is analysed, and recommendations proposed. It is the intention that the recommendations proposed can be used to develop and implement a marketing plan for the National Library of Malaysia.

ACKNOWLEDGEMENTS

I wish to thank my supervisor, Dr. Michael Brittain for his guidance and advice in the preparation of this dissertation.

I am grateful to the Government of Malaysia for giving me this opportunity to further my studies and to the British Council for financing me. I thank my Department and my colleagues who have supported me and have helped make this dissertation a success.

I am thankful to my family who have supported me all the way. To my two wonderful children Kulendra and Prabhasa who have helped me in many ways, relieving me of many chores to undertake my studies – a big thank you.

INTRODUCTION

Marketing of services has been a topic of discussion for a long time and there is a fair amount of literature written on this subject. While much less has been written with respect to library services, in many cases it has been subsumed within the larger context of services marketing and in particular marketing of non profit organizations. It must be noted, however, that much of the literature is theoretical in nature. Literature on practical aspects and application of marketing library services is limited and much of the available literature refers to the public library situation with less information in relation to the academic and special library situation, and virtually nothing on national libraries.

In the Malaysian library environment, marketing is a new field, though many libraries have undertaken various aspects of marketing without realising it. Promotion of library services seems to be the key word in practice, rather than marketing. Some functions of marketing have also been carried out as uncoordinated activities. It is with this view in mind that this project has been undertaken.

The National Library of Malaysia (henceforth to be referred to as NLM) has grown over the years from a small one unit structure within another Federal Department, to being a Federal Department on its own. Furthermore this growth has not stopped, but is continually, slowly, but surely increasing. Its recent placement under the Ministry of Education implies further rapid development. Further to this NLM is soon to have its own building, a massive imposing structure of national character. This department has also grown from a department with six divisions in 1977, to one with thirteen divisions in 1989. The services have expanded, the department has expanded, but organised cordinated projection, promotion, - marketing of services is non-existent. For the amount of time and effort spent in the production of services I feel the services are under utilised.

My intention in this small project is to look at the whole situation in NLM vis-a-viz certain divisions providing a service and to analyse the problems, and to provide solutions to establishing a marketing plan for NLM. For this purpose I have chosen the following divisions - reference, manuscript, lending, branch and mobile, training, bibliography and the planning and development division. I hope this study will contribute towards the development of NLM and put it on a better

footing with regard to projecting itself as a national body and being in the forefront as a service provider in a non profit organization

CHAPTER ONE

LIBRARY SERVICE STRUCTURE IN MALAYSIA

1.1 MALAYSIA - GENERAL

Malaysia is a multi racial country, with three main races forming the crux of its society - the Malays, Chinese and Indians. The National Language is Bahasa Malaysia established under article 152 of the constitution[1] but, the teaching and learning of other languages is provided for. NLM having grown through a number of Ministries was at the end of 1990 placed under the Ministry of Education. This Ministry is responsible for the maintenance, development and progress of education in the country, and its authority extends over all educational institutions from kindergarten to university.

"Malaysian education is geared towards fostering national unity, catering to manpower requirements and to developing the abilities of students."[2]

1.2 MALAYSIA - LIBRARY SERVICES

Library services in Malaysia are not nationalised, and thus all the services do not come under one umbrella. The various functions of the Director General of NLM however, allow her to build and provide services

5

in relation to a comprehensive national collection.

> "The National Library placed at the hub of the nation's network of libraries, has been charged with wide ranging functions and responsibilities... to promote and coordinate the library resources of the nation..."[3]

While this is clearly stated in the National Library Act, NLM does not have any direct influence in the legal sense, and thus limits itself to voicing an opinion and providing the best possible professional advice. However, over the years NLM has come to be respected as an authority in this field, thus advice is being heeded more and more, and opinions are being seriously considered.

Until recently NLM was under the Ministry of Culture and Tourism. Under NLM there exists a common user scheme, whereby the Director General of NLM is also the Head of Service for the Library Common User Scheme. In this respect the Director General is responsible for all matters related to service, recruitment, placing, transfer, training, and promotions for all posts of librarians, library officers and library assistants (the first two are of professional level and the last a semi-professional one) under the Library Common User

Scheme in all Ministries and Federal Departments. Each
respective department is responsible for the set up,
organisation, financial input, and resources of its own
library. While this may seem rather odd, in the overall
sense it is better than having no control at all. The
total number of posts in the Common User Scheme alone at
the end of 1989 was 289, comprising 54 professional and
235 semi-professional posts.[4] This is an increase of
posts as from 1986.

The only Ministry and department which does not
come under the span of control of the Director General
of NLM is the Ministry of Education, and Parliament.
This Ministry has its own closed service structure. So
NLM has got no bearing in this territory and can only
project itself as and when its services are called upon.
And it can be said from experience that many a time NLM
has assisted the Ministry of Education in advising and
setting up libraries within the Ministry. With regard to
university and special libraries, their development has
been rapid since the 1970's. The university libraries
are at present among the best funded and collectively
have the biggest collection as compared to other
libraries.   However, in Malaysia, resources are heavily
concentrated in and around the Federal Territory.[5] The
academic librarians, mainly the University libraries
also have their own set up each one responsible to the

7

Chief Librarian who in turn through his channels, is responsible to the Minister of Education. The University libraries are set up differently and come under the purview of a semi-government service as distinct from a government body.

However, as of the end of 1990 NLM has been placed under the Ministry of Education. This move seems to have certain implications for its position and function, knowing the close bearing libraries have on education.

References :

(1) *Information Malaysia*. 1989 Yearbook. Kuala Lumpur: Berita Publishing, 1989 p. 30.

(2) Ibid p. 169.

(3) Ibid p. 162.

(4) *Perpustakaan Negara Malaysia. Lapuran Tahunan.1989.* [National Library of Malaysia, Annual report 1989] p. 100.

(5) Proceedings of the Fifth Congress of Southeast Asian Librarians. Kuala Lumpur, 25-29th May, 1981.*Access to*

Information edited by D.E.K. Wijasuriya, Yip Seong Chun, and Syed Salim Agha. Kuala Lumpur : Consal V, 1982 p. 68.

CHAPTER TWO

THE NATIONAL LIBRARY OF MALAYSIA

2.1 HISTORICAL DEVELOPMENT

The National Library of Malaysia originated as a National Library Services Unit within the National Archives in 1966. In 1971 NLM was formally established as a joint department with the National Archives of Malaysia namely the Federal Department of Archives and the National Library.

In May 1972 the National Library Act was passed and the objectives and functions of NLM were established. In 1977 NLM was formally established as a separate federal department, thereby separating it from the National Archives, to stand on its own.

In 1987 the National Library (Amendment) Act was passed revising the objectives and functions of NLM. The National Library having grown out of a unit within another department developed from scratch. Until 1971 the collection was mainly a result of the Preservation of Books Act where materials were deposited within NLM. This Act was superceded by the Deposit of Library Material Act 1986. For several years funding allocations for the purchase of library matrials were limited. It must also be noted that NLM, unlike their

counterparts in other ASEAN countries, did not have an established collection to fall back on.

> " ... it contrasted greatly with the national libraries of many of the ASEAN countries, most of whom developed from libraries and library collections that can be traced back to the early years of the twentieth century. This is particularly true of Singapore, Thailand and the Philippines. Even the National Library of Indonesia, although only formally established in 1980, was the result of the merger of four institutions, one of which, namely the central Museum Library can be traced back to the Eighteenth Century."[1]

Another feature of difference is that NLM has been placed under a variety of Ministries. Some of them are the Ministry of Technology, Research and Local Government, Ministry of Local Government and Environment, Ministry of Local Government and Federal Territory, Ministry of Housing and Local Government, Ministry of Culture , Youth and Sports, and now Ministry of Education. However, the regular trend was to place it under the Ministry of Local Government changing only when it was placed under the Ministry of Culture, and now under the Ministry of Education.

NLM has been appointed as a national agency for library matters but within this context it must be stressed that education had not come under its portfolio. The Ministry of Education is responsible for educational institutions, universities, colleges, schools, etc. Another area not directly within the span of control of NLM is the state libraries. Public library services in the state are a state matter and NLM's role goes only so far as the action of promoting and facilitating their development.

2.2 LEGISLATION

2.2.1 The National Library (Amendment) Act, 1987

The National Library (Amendment) Act of 1987 (Act 667) was passed by the Parliament of Malaysia in January 1987. It is based on the National Library Act 1972. Under the National Library (Amendment) Act the objectives of the National Library of Malaysia are stated as follows :[2]

(a) to make available for the use of present and future generations a national collection of library resources;

(b) to facilitate nation-wide access to library resources available within the country and abroad; and

(c) to provide leadership on matters pertaining to libraries.

The functions of NLM were based on the above mentioned objectives and in the Act they are specified as the functions of the Director General of NLM. The following are a full list of the functions:

(a) to advise the Minister on national policy on all matters pertaining to libraries and all other matters relating to libraries;

(b) to advise and assist in the national planning and development of libraries;

(c) to acquire and maintain a comprehensive national collection of library resources reflecting the intellectual, literary and cultural heritage of the nation as well as a representative national collection

reflecting the accumulated knowledge and wisdom of mankind;

(d) to establish within the library –

(i) the National Depository for the storage and consevation of library resources received;

(ii) the National Bibliographic Centre for the maintainence of the national bibliographic network, the national bibliographic data base and the provision of national bibliographic and documentation services;

(iii) the National Centre for Malay Manuscripts for the acquisition, documentation and use of Malay manuscripts;

(e) to provide reference, information, referral, reprographic and lending services;

(f) to provide facilities within the Library to enable it to function as

(i) the national focal point for

15

national information system;

(ii) the national centre for the lending and exchange of library resources in order to promote the national and universal availability of publications;

(g)   to promote and co-ordinate the development and use of the library resources of the nation;

(h)   to promote and facilitate the establishment of a nation-wide system of public libraries in keeping with the national standards of provision;

(i) to promote the establishment of a network of special libraries in keeping with national standards of provision;

(j) to promote and facilitate national and international co-operation and resource sharing among libraries;

(k) to undertake and facilitate research on matters concerning libraries;

(l) to provide training in order to upgrade professionalism in library matters;

(m) to promote and facilitate the inculcation of the reading habit;

(n) to co-operate with the relevant agencies in order to promote and upgrade the use and development of Bahasa Malaysia;

(o) to co-operate with professional and other bodies at national and international level for the development of libraries;

(p) to lend, sell or otherwise dispose of library resources forming part of the Library;

(q) to do such other things as may be deemed necessary as to give effect to the objectives referred to in

section 3.(3)

It can be visualised from the above that NLM has been set out a wide range of functions.

2.2.2 The Deposit of Library Material Act, 1986 (ACT 331)

The above Act was passed by Parliament in 1986 and replaced the Preservation of Books Act 1966 which has been repealed. Under the 1966 Act there existed eight demand depositories which have now been terminated. NLM has now been designated as the sole legal depository for the country. Provisions under this Act is that publishers should deposit five copies of printed material. In addition, a new clause in the 1986 Act stated that two copies of non-printed material were also to be deposited i.e. film, tape, etc. but publishers could request compensation for this. For the first time non-printed material was included as legal deposit. NLM, having only one site in Kuala Lumpur, the capital, made agreements with two institutions, Universiti Sains Malaysia and Sabah Central Library to act as Distributed Depositories of NLM.

2.3 NATIONAL POLICY ON LIBRARY AND INFORMATION SERVICES

The national policy originated from UNESCO's pronunciation of the concept of NATIS - National Information System, in 1974. In 1984 Dr. D.E.K. Wijasuriya, the then Director General of NLM presented a paper at the 5th congress of Southeast Asian Librarians on the feasibility of the formulation of a national policy.[4] A seminar on this topic was conducted in 1984 with three major organisations - UNESCO, Mara School of Library and Information Science, and NLM. A task force was set up to formulate the policy which was completed in two years.

The National Policy for Library and Information Services is in line with the government's objectives to create a reading and informed society. This policy

> "aims at the provision and progressive improvement of library facilities and services in order to contribute effectively to national development and provide, in particular, effective support for :-
>
> 3.1 the policy formulation and decision making process;

3.2 planning research and development activity;

3.3 the education process;

3.4 the intellectual development of the people, their economic activity and the fulfilment of their cultural and recreational needs; " [5]

Various strategies for library development are being planned in line with the above mentioned objectives.

References :

(1) WIJASURIYA, D.E.K. 'Some reflections on the development of the National Library of Malaysia.' In *Sekitar Perpustakaan : Buletin Perpustakaan Negara Malaysia*,Bil. 12, 1988. p. 1.

(2)*Laws of Malaysia. National Library (Amendment) Act 1987.*

(3) Ibid .

(4) Reference 1, p. 9.

(5) National Policy on Library and information Services.
[Policy paper].

CHAPTER THREE

MARKETING

3.1 DEFINITION

Marketing has been defined in a varied number of
ways. However, they are all based on a single theme:
i.e. marketing means satisfying human needs. Management
expert, Peter Drucker says that

> "the purpose of marketing is to make selling
> unnecessary. The aim is to know and understand
> the customers so well that the product or
> service sells itself."[1]

In considering the marketing of library services it
is appropriate to consider a definition with regards to
marketing of nonprofit organizations (hence forth
referred to as NPO). Philip Kotler, an authority in
this area, defines marketing as:

> "The analysis, planning, implementation and
> control of carefully formulated programs,
> designed to bring about voluntary exchanges of
> values with target markets for the purpose of
> achieving organizational objectives. It relies
> heavily on designing the organization's
> offering in terms of the target markets' needs

and desires, and on using effective pricing communication, and distribution to inform, motivate, and service the markets."[2]

Marketing is a management function which should be incorporated in the planning stage to help an organization achieve its objectives. While libraries have endeavoured to accept marketing principles, and to try and apply marketing in a nonprofit sector, many libraries are faced with how to market themselves.

Libraries are viewed as a social service. Even in good economic conditions they have to compete hard for adequate funds. Therefore, in a recession, they are among the first to suffer because of diminishing support and grants from the public sector.

Kotler and Levy in 1969 came up with the idea of marketing being useful in a NPO. In this context marketing has been extended to include intangibles so that " an exchange takes place whenever something of value, whether money, goods, information or attention, is offered for something else in order to satisfy a need."[3]

3.2 HISTORY

The term marketing is of fairly recent origin in relation to marketing of services, as opposed to marketing in the business sector. However, in reality, librarians and service managers have instinctively exhibited the responsiveness and flexibility that are inherent in marketing.

There have been misconceptions of user studies, which were done much earlier, as equivalent to marketing. User studies that were conducted, were more often done to evaluate the use of collections in libraries and to get perceptions of the library itself. Today, a marketing expert trying to motivate greater usage, would want to discover how users feel about using various library offerings.

Literature on marketing for NPOs was available in the 1970's. However, the marketing of libraries only took off in the 1980's, and today there are many articles, books and conferences on this subject. A number of library courses with marketing as a main subject is being offered by various library schools. "An early landmark in the acceptance of marketing was in the 1979 White House Conference's epousal of training for library professionals in marketing. As early as 1980 an

25

article claimed rapidly growing receptivity, even eagerness, to the idea of applying marketing to libraries"[4]

The declining economic situation and resultant budgetary slashes have been major factors in forcing attitudes of librarians towards marketing. Librarians today need to prove to their funders the necessity of their existence; the idea that people should use the library is outmoded thinking. "In library and information agency terms, information professionals design a product to meet community needs, rather than spend time in the often futile attempt to persuade a reluctant public that they should use the library because it is intrinsically valuable."[5]

Some librarians feel there is no need to market themselves and consider it unethical, and even possibly, offensive. They believe that the library is part of the community, and will be used by the public because it provides services and products the public need. This will be done without additional effort on the part of the library.[6]

With the advancement of information technology, and the influx, and tremendous progress of computers, librarians cannot afford to go on subscribing to the old

view.

> "If librarians are serious about providing a
> useful function, then they need to look at
> their operations, their services and their
> customers, and adjust in ways that will
> prevent their role in the community from
> declining."[7]

Another factor to consider is the advanced
information retrieval systems which are getting into
businesses and research organizations.

3.3 MARKETING FOR NONPROFIT ORGANIZATIONS

Marketing is basically an exchange concept i.e.
something of value (time) in exchange of satisfying
needs and wants. In the business or profit sector this
is interpreted as exchanging money for tangible objects.
In NPOs the same principles are applied for intangibles
or services. Weinberg and Lovelock have identified four
major characteristics of the NPO which requires special
attention in the application of marketing principles.
They are :[8]

27

a) *Mulitple publics*

There are at least two major publics in a NPO – funders and clients. While business organizations concentrate their marketing activities towards their customers, NPOs need at all times to consider two major publics in terms of resource allocation and resource attraction.

b) *Multiple objectives*

NPOs strive for several important objectives simultaneously and thus they find it more difficult to formulate strategies to satisfy these objectives.

c) *Services rather than physical goods*

NPOs generally produce services rather than goods. It is the different characteristics of services which require NPOs to be aware of this when formulating plans and strategies. Services are characterised as being intangible, inseparable, variable and perishable. These characteristics are important in developing strategies and plans in marketing services.

d) *Public scrutiny*

NPOs usually produce public services which are needed and therefore are subjected to close public scrutiny. They are always required to operate in the interest of the public. Thus, their marketing activities will be scrutinised, which makes it more difficult.

NPOs have a different mission in that they market intangible goods. This is what makes it different from a profit orientated situation. The marketing process of a NPO will define the nature of its demand and its activity. Clients in NPOs are required to sacrifice time and energy to change patterns of behaviour, to give up old beliefs and values, (usually) in return for services (social or psychological), benefits and goods, or products.[9]

Influencing these exchanges and changing customer behaviour is the ultimate objective of marketing in NPOs.

3.4   NPO – STRATEGIC MARKETING PLAN

Once an organization has accepted the idea that marketing is crucial to its survival and development, then it can focus on a strategic marketing planning process. This is a strategy which will define its plans and activities to meet its marketing objectives.

Marketing cannot operate in isolation. It has to be an integral part in the planning and development of the total organization, and has to be considered at all stages of development and progress. Marketing has to be seen within the whole context of the future of the

organization, and most essential, it has to be developed according to customer requirements. An organization exists for its customers.

Various marketing plans have been proposed, but for this purpose we will look at Kotler's strategic marketing plan which indicates six stages[10]

3.4.1 Plan Formulation

A plan formulation is the determining of appropriate missions, objectives and goals for the organization. The terms are explained as:

mission - the basic purpose of an organization, i.e. what it is trying to accomplish.

objectives - a major variable that the organization will emphasize, such as, market share, profitability, reputation, etc.

goal - an objective of the organization that is made specific with respect to magnitude, time and who is responsible.[11]

This initial stage is of utmost importance and if not clearly defined could cause the failure of marketing

plans. Librarians in particular, must not view themselves as acquisitions orientated as opposed to information or people orientated.[12]

3.4.2 Threats and Opportunities

The second stage is to analyze threats and opportunities within the environment of the organization. This external environment of an organization is complex and constantly changing. This analysis is done by :

a) *analysing the customers/clients* the organization deals with i.e. the public environment. NLM for instance has a variety of publics - funders, general public, researchers, publishers, library students, mass media, etc. Each of these have to be carefully analysed and evaluated in terms of their need in order to develop a strategy.

b) *analyzing the competitive environment* which is to consider other organizations competing or providing similar services. In the library situation these may be public libraries, research libraries, information brokers, etc. The *macro environment* has also to be analysed i.e. the external environment whose forces are affecting the organization. These forces could be

demographic, economic, political, technical, social, cultural, etc. The third and last category is the *market environment*. This refers to publics and organizations that the concerned organization has to work with in order to achieve its objectives.

3.4.3 Strengths and Weaknesses

The third stage is a comparison of threats and opportunities with the organization's strengths and weaknesses. The organization has to build on its strengths and take advantages of its opportunities in order to overcome its threats. In this context, a distinctive feature will enhance the capability of the organization.

3.4.4 Core Marketing Strategy

The fourth stage in the planning process is the setting up of a core marketing strategy which is made up of three parts.

3.4.4.1 *Target markets* (market segmentation)

A target market is a subgroup of the mass market.[13] No organization can fulfil the requirements of

all its customers, since needs will be varied. Thus it is logical to concentrate on a sector of the market and maxmize efforts in that direction. Generally four major variables are used to segment markets.[14]

(a) demographic - age, sex, income, occupation, education, religion, race, nationality, etc.

(b) geographic - population, density, climate, distance, living conditions, housing, etc.

(c) psychographic - attitudes, lifestyles, personalities, social classes

(d) behaviouristic - examining usage behaviour in libraries, users, nonusers, ex-users, first time users.

For greater accuracy in market analysis more than one market segment is studied.

3.4.4.2 Competitive positioning

"is the art of developing and communicating meaningful differences between one's offer and those of competitors serving the same target market."[15] The main focus in competitive positioning is to identify the major attributes used by the target market to evaluate

and choose among competitive institutions.

3.4.4.3 Marketing mix

Marketing mix is made up of four components designed to appeal to the specific group of people whose needs the organization is going to fulfil - the target market. These four elements are used to influence the target market's response and therefore the target market. The four components are:

Product   (service)

Price   (cost)

Place   (availability/access)

Promotion (public relations)

In the library situation the same four P's as they are referred to are used and applied as in a NPO.

Products Products may be associated with materials (books, films, recordings, software, etc.), access channels (reference assistance, cable television interface, computer searches, etc.), and programmes (instruction, demonstration, films, exhibitions).[16] Thus the product is more than just a service provided by the organization. It is the total benefit package provided at different times to different people with the formal

product.

Price In NPOs price usually refers to cost i.e. cost required to produce a product. In a nonprofit sector the budget is a known quantity and therefore all possible products must compete for a share of the given budget. The ratio of cost to demand determines the product priority and viability compared to other possible products from the same budget.

Place In NPOs and the library situation this component refers to access to a library service or the library's channel of distribution. Access may be physical in terms of a library building, but with new technology access has taken on a variety of forms, which takes the information to the user at his end, through telecommunication channels.

Promotion Promotion is often mistaken for marketing. It usually refers to the public relations aspects of the organization and atmospherics. This includes advertising, and personal selling, and is a communications function used to persuade the public to buy or use the organization's services.

Marketing mix is selecting the best possible combination of the four elements or four P,s to the best

advantage of the organization in implementing its marketing objectives.

3.5 IMPLEMENTATION

With the establishment of the core marketing strategy, the strategic marketing plan can be implemented, which is stage five. This can be undertaken if the organizational structure and the management systems have been developed.

3.6 FEEDBACK AND ASSESSMENT

Stage six, the final stage is the continuous feedback and assessment which is essential to evaluate the progress or failure of any programme.

> " The strategic marketing plan is thus an integration of marketing plans for several different market segments into one overall, comprehensive plan that broadly guides the whole organization's efforts. It covers all aspects of the organizations strategy in a given market. It defines the scope of the market in terms of the range of products offered and the range of market segments

served. It spells out priorities, assigns broad areas of responsibility, and establishes control for precise matching of product opportunities and strategic resource use (a strategic fit). It also broadly defines strategies for the four P's."[17]

This chapter has looked at a specific strategic marketing plan i.e. of Kotler's in order to set the theme in which the problems will be discussed in the following chapters.

References:

1. DRUCKER, Peter F. 'Management Tasks, Responsibilities, Practices' In KIES, Cosette. *Marketing and PR for Libraries* London: Metuchen, 1987, p. 6.

2. KOTLER, Philip. *Marketing for Nonprofit Organizations*. 2nd. edition. Englewood Cliffs, New Jersey: Prentice Hall, 1982, p. 6.

3. CONDOUS, Crystal. 'Nonprofit Marketing – libraries future.' *ASLIB Proceedings,* 35(10), October 1983, p. 409.

4.   WOOD, Elizabeth J.   with assistance from YOUNG, Victoria L.   *Strategic Marketing for Libraries: a handbook.* New York: Greenwood Press, 1988, p. xii.

5.   WEINGARD, Darlene E.   *Marketing : Planning Library and Information Services.* Littleton, Colorado: Libraries Unlimited, 1987, p. 3.

6.   Ref. 3, p. 408.

7.   Ref. 4, p. 5.

8. Ref. 2, p. 8 - 9.

9. ROTHSCHILD, Michael C.   'Marketing Communications   in Non Business situations.' *Journal of marketing,* Spring 1979, p. 11-20.

10. KOTLER, Philip   and   ANDREASEN,   Alan   R.   *Strategic Marketing for Nonprofit Organisations.* Englewood Cliffs, New Jersey :Prentice Hall, 1987, p. 158.

11. Ibid, p. 160 - 162.

12. OLDMAN, Christine. 'The strengths and weaknesses   of a   marketing   approach   to   library   and   information services.' <u>In</u> *The Marketing of Library   and   Information*

Services edited by Blaise Cronin. London : ASLIB, 1981, p. 47-48

13. Ref. 4, p. 47.

14. FORD, Gary T. *Marketing and the Library.* New York :Haworth Press, 1984, p. 27 -28.

15. Ref. 10, p. 194.

16. Ref. 5, p. 7.

17. Ref. 4, p. 105.

CHAPTER FOUR

PROBLEMS

4.1 MANAGEMENT

4.1.1 Attitude to Marketing

Many service sector managers are either unaware of marketing or do not see marketing as necessary to the achievement of organization goals and objectives. Three criticisms often levied at marketing are :

a) it is a *waste of public money* because it is too expensive. However all money spent by NPOs are publicly accountable. A fair amount has to be allocated to all the activities to achieve the objectives. Most NPOs are underspending on marketing activities and could therefore use some of the budget for marketing activities to ensure the better use and production of services.

b) it is *an intrusive activity.* It is intrusive because in the undertaking of research, the institution intrudes into the lives of people, obtaining lots of personal information which could be misused. But marketing research is basically carried out to learn the needs and wants of people and their attitude towards the current products so that organizations can provide for the needs

41

of targeted publics. In so doing, the institution must be sensitive to the feelings and privacy of the public they question.

c) marketing is *manipulative.* Through marketing the public is manipulated. But NPOs are seeking public good for which there is widespread consensus. Institutions have to be careful not to be charged with this criticism.

Marketing has its benefits because it allows organizations to achieve their objectives more effectively. The benefits are as follows :

i) *improved satisfaction.* Most NPOs work in a noncompetitive situation or where demand for services exceed supply. They lack motivation to satisfy their markets and may not provide the right services. Alternatively, those in highly competitive situations lack marketing skills to develop satisfactory services. Marketing, thus helps to measure customer needs and provides greater satisfaction.

ii) *improved attraction of marketing resources.* In trying to satisfy customers, a variety of resources are attracted. Marketing provides a disciplined approach to improving the attraction of these needed resources.

iii) *improved efficiency in marketing activities.* Many NPOs make decisions on production development, pricing, communication and distribution with insufficient knowledge of the situation in these areas. The managers in NPOs need to achieve maximum efficiency and effectiveness in marketing activities with the use of limited funds.

In NLM managers are aware of marketing, but need to be more positive in their attitude towards the marketing of services. The idea that library services are like other social services and will be used no longer applies.

Over the years NLM has provided a variety of services and produced a number of publications. This alone is insufficient. In order to achieve full use of services and products, management has to realise that marketing is a vital element within the overall structure of the organization. At present marketing in `its` proper context does not exist.

> "Professionals need to use effective sales techniques just like any other salesman. They should also learn what it means to lead a sales force with regard to planning, motivation, and remuneration. However, they

43

have to adjust the techniques to the specific
features of professional service marketing"[1]

A successful marketing programme requires
commitment from every staff member to the 'marketing
concept'. According to Kotler, the marketing concept
requires integrated marketing - the various departments
in the organization must realise that the actions they
take have a significant effect on the organization's
ability to create, retain, and satisfy customers.

4.1.2 Lack of training of managers in marketing

Most professionals lack marketing skills. Thus it
is not surprising that the managerial level in NLM does
not have these skills because they lack the training in
them. Most organizations, particularly government
organizations, have stressed the importance of training,
and have provided for training in other areas such as
administration, budgeting, policy making, etc - but
marketing is still relatively new. Besides, marketing of
libraries , even in western countries is still new. All
the more so in countries like Malaysia where there are
other priorities marketing is still seen as a
prerogative of the private sector, but the time has come
for managers in service organizations to be trained in
marketing. NLM has a number of service divisions and

products that they wish to market widely. The fact that managers are not trained in marketing inhibits the execution of this policy.

4.1.3 Unorganised marketing activities

There are 14 divisions in NLM, many of which provide a service to the public directly or indirectly. Each division plans, organises, and carries out their own promotional activities. These activities which have some marketing feature are not coordinated or planned centrally.

There is no central division or unit, and there is no marketing director or officer. Technical expertise for research, graphics and design are similarly lacking.

Sometimes confusion arises when different people from the same institution deal with the media. This does not allow for the development of a rapport between the institution and the media, and can lead to adverse effects. Consistency in personal contact helps to develop a relationship, and will benefit the organisation.

4.2 MARKETING

4.2.1 Market research

NLM has been in existence now for 25 years. During the early years collection building was a priority; eventually the provision of services has grown to play a major role as well. In doing this, however, no market research has been conducted and thus there is no indication of user needs and requirements. Without market research the institution does not know the market they are serving, whether the products are meeting the requirements of the market and so forth. The situation is that there is a broad provision of services overall which are not targeted to user requirements. The reference division of NLM did a user study in 1987 to identify users, subjects frequently referred to, problems faced by users and satisfaction rate. All divisions of the library indicated that there was no market research done. Out of the six divisions, only two are targeting their services. As Gaedeke[2] says "Government agencies are making increasingly active attempts to assure and maintain a fair and competitive environment for consumers. One important characteristic of these public policy activities has been the under utitlisation of skills and insights of researchers in marketing and consumer behaviour.

4.2.2 Marketing audit

Marketing audit is an aspect of management audit. "A management audit is a systematic critical and unbiased appraisal of the environment and the company's operations. A marketing audit is part of the larger management audit. It is concerned with the marketing environment and marketing operations."[3]

Marketing audit (in lay terms is needs assessment) has not been carried out in NLM. Marketing audit can take the form of a SWOT analysis: that is analysing an institution's strengths, weaknesses, opportunities and threats. NLM has not looked at the problem in marketing terms. Some of these elements have been recognised, but a concerted effort has now to be made to study the problems in the context of marketing so that the institution can try to resolve some of its marketing problems.

4.3 FINANCE

NLM (being a government department) receives an annual budget. The budget is prepared one year in advance, which requires careful forward planning. However over the years rising production costs have

drastically affected budgetary approvals. Strong and convincing justifications have to be made to acquire a minimum budget.

Furthermore a budget under the sub division marketing has never been made. What is usually obtained is a small amount for producing brochures, leaflets, etc. This initial step is good, but a planned and coordinated effort must be worked out to attract financial resources for the institution.

At present most of the services provided are not charged for. For the services using technology only minimal costs are being obtained, but cost of production is on the other hand very high. And yet products like the Malaysian National Bibliography is sold at low prices.

> "The major resource attraction problem of NPOs is attracting money to carry on their activities. For profit organizations get their funds primarily through issuing equities and debentures. They cover the costs of these 'borrowed' funds by charging prices for their goods and services that exceed their costs. NPOs in the absence of owners and profit orientated price-setting, must rely on other

sources of funds to support their activities. Public organizations receive their funds primarily from the public treasury through the mechanism of taxation. Private NPOs rely mainly on gifts from generous donors."[4]

Lack of finance is a major setback to carrying out many activities in NLM including marketing. It is time the institution looked seriously into this area and found ways to solve this problem.

4.4 PRODUCTS

4.4.1 Product policy

Librarians tend to want to serve all of the people all of the time. Treating individuals on a one to one basis is ideal, unfortunately, it is impractical especially with the limitation of resources. Managements which pursue this idea tend to be non-effective and one of the results of this is diminishing products.

In NLM the development and provision of products and services has grown and expanded with the institution. Over a period of time the institution has added new products, modified existing products, etc. There is however no overall policy on the products and

49

services offered by the institution. Most decisions are also taken on the basis of the individual divisions and not NLM as an institution. NLM has to look at a variety of variables in relation to the products offered, service concept, quality, etc. Depending on the availability of resources, sometimes there has to be a trade off between the product quality, the number of clients served, and the product quantity. Product policy decisions are related to resource allocation. One of the problems in this decision making process, especially in services, is to assess the actual benefits of current or prospective products.

4.4.2 Product life cycle

All products whether they are service products or otherwise have a product life cycle. In the provision of services it is necessary to know this cycle so that the organiztion concerned can make appropriate decisions regarding the removal of existing products or implementation of new services. This is tied to market research and market analysis, the data of which can be used to make the necessary decisions. In service organizations, institutions do find it difficult to terminate services or products which have been provided over a long period of time. This is also tied to the idea of providing all things to all people. But

organizations must realise that products are introduced, grow, mature, and decline, and may eventually have to be phased out. If an online public access is available, the production of the card catalog has to stop. Similarly if a branch library is established where previously a mobile was serving, the latter will have to be rescheduled. All these decisions are based on knowing and working on the product life cycle.

4.4.3 Product pricing

Librarians the world over are faced with the problem of pricing of products and services. NLM has hitherto provided free services with respect to the public library service. The reference division charges nominal fees for some of its computerised information services, others are free. The planning division does not charge for any advise given. The training division occassionally charges for some courses, as a small donation usually from the private sector.

Society expects the institution to provide free services. In this context, NLM is slowly trying to change this attitude and charge a fee where possible. However it is necessary to make a distinction between the different services provided and look towards pricing where possible. As indicated under finance, declining

budgets may require charges essential to remain viable.

"The growth of the profit industry stems partly from the inability of librarians to provide services above normal services because of the constraints of time, money, and staff. To remain competitive, or more importantly, to remain in business, it may be essential for librarians to take the emotion out of the issue and look at the practicability of charges for services. It must be stressed however that charges for services should be set so that users can respond favourably."[5]

Considering the constraints NLM has worked within, they have done well in the provision of products and services, but it is time to look at the possibility of charging.

4.4.4 Distribution

NLM in the new building will be in one physical building, located in Kuala Lumpur, in the Federal Territory. In terms of its own outlets or distribution centers for its services, it has none. But this is not an unusual problem for a national library. Most national libraries provide services from one centre, or over the

years if they acquire a collection in another building then there will be more than one physical outlet. NLM in a small country, and fairly recently established will undoubtedly remain as one institution for some time yet.

This does not overcome the problem of distribution of services. While NLM may not have their own outlets, ways and means must be found to use existing channels and networks to their advantage.

4.5 HUMAN RESOURCES

"A customer sees a company through its employees. The employees represent the first line of contact with the customer. They must therefore be well informed and provide the kind of service that wins customer appproval. The firm must recognize that each employee is a salesman from the company's service."[6]

Human resource limitation is not a problem peculiar to NLM. There is hardly any organization which could firmly say that they have sufficient staff. Every organization starts of in a particular point in time and projects itself according to anticipated trends. In many circumstances predictions may not be correct, but more

important is the fact that organizations cannot afford to recruit more personnel. It is like a vicious circle. The more they recruit, the more they need, because new products and services will be provided which again requires more personnel. Not only is this more akin to a service providing organization, but it is far worse in a government institution. Like all government departments, resources are scarce and it has to be divided among a wide group. In Malaysia furthermore, the public sector has grown so large it is becomming virtually uncontrollable. The economic situation adds to the problem. The government of Malaysia now, is trying to control the growth of the public sector.

Staff limitations in NLM are a perpetual problem and a continuously increasing one especially as new services are added on without removing any of the existing ones. New divisions are also created which requires the deployment of staff, which further aggravates the situation.

4.5.1   Recruitment

When new staff are selected they are chosen as the best candidates, in terms of qualification, etc. At that point they will be considered for the division in which they will work. But staff do not remain in one place all

the time. They are reshuffled among the divisions and even to the other government departments. Thus there is a need to choose them for the provision of services because they will have to face the public at some time or another. In NLM this is inevitable since all staff go on a roster to keep the services to public operating outside normal office hours. NLM opens six days a week to the public and closes on Monday. The staff therefore need to work on shifts till five p.m. on Saturdays and Sundays.

4.5.2 Training

Staff employed are untrained in service providing skills when they are recruited. The professionals are qualified. The semi-professionals get their training on the job, and the lower staff learn on the job and are sent for training. The staff need to be trained on how to deal with users with the use of public relations skills, etc. Their behaviour may be as important in influencing the perceived quality of a service. It is therefore important that they perform their jobs as effectively and efficiently as possible. Recently NLM has been sending staff for courses in relation to these needs.

4.5.3 Motivation

Although the government service does provide incentives for all its employees such as loans, leave, pension, etc.; over a period of time these have come to be accepted as part of the organization's offer to its employees. What they want are day to day incentives and being motivated at work or being given a pat on the back. Motivation by recognition of work well done, initiative, etc., can tremendously boost an individual, resulting in better work performance and contribution. Thus, this sort of attitude needs to be developed.

4.6 IMAGE, PUBLICITY AND PROMOTION

Librarians as providers of a public service need to create build and maintain a favourable image. Marketing depends to a large extent on image building. Patronage decisions are based on customers perceptions and impressions of the institution. High levels of intangibility in a service results in heavy reliance on reputation and subjective impressions formed of the service and the organization.

NLM has over the years built and created an image mainly through promotion. There has however been no

concerted action towards image building. This has been partly due to the use of rented premises where location and physical appearance, inside and out is severely lacking. Limited facilities within the building is also an additional limitation e.g. space, no lifts, etc.

Reference:

1. LOVELOCK, Christopher H. *Services Marketing: text, cases and readings.* Englewood Cliffs, N.J.: Prentice Hall, 1984, p. 127.

2. GAEDEKE, Ralph M. *Marketing in Private and Public Nonprofit Organisations: perspectives and illustrations.* Santa Monica, Calif.: Goodyear Publishing, 1977, p. 74.

3. WILLS, Gordon. *Introducing Marketing.* 3rd ed. MCB University Press, 1983. p. 263.

4. KOTLER, Philip and ANDREASEN, Alan R. *Strategic Marketing for Nonprofit Organisations.* 3rd edition. Englewood Cliffs, New Jersey: Prentice Hall, 1987, p. 322.

5. CONDOUS, Crystal. ' Non-profit marketing - libraries

future' *ASLIB Procedings*, 35 (10), October 1983, p.416.

6.   COWELL, Donald. *The management of Services*.   London:
Heinemann, 1984. p. 203.

CHAPTER FIVE

ANALYSIS

5.1 MANAGEMENT

5.1.1 Attitude to Marketing

NLM has concentrated its efforts on the production of services, because at that point in time it was necessary. The road to library development has been slow and long. It is only in recent years that a variety of types of libraries have started to play an important role in the country's development. Presently with a larger number of libraries in existence users can choose where they want to go. Increasingly there are other social activities distracting the public from the library. Therefore it is important for library managers to begin to think in terms of marketing. Increasing maturity among professional service firms is bringing about a realisation that the actual selling of professional services is only one part of the total marketing effort in which an organization should be engaged. The problem lies in the premise that managers think of themselves as producers of services, not marketers of service.

Libraries exist for their users and thus the whole business of the library is to create satisfied

customers. It is important then to recognize that an organization must be responsive in helping its users solve their information gathering and procesing needs.

a) Managers must look upon their users as essential components of the organization and create a very good rapport with them. Users must be encouraged to submit enquiries, complaints, suggestions, and opinions. Users if they intend to provide constructive criticism, must be open enough to give their names and addresses or even to meet management as necessary. Management on the other hand should look at all complaints and suggestons objectively. At present, suggestions are welcome but this is not well known by the users. Neither has a good rapport been cultivated with users so that they are willing to come forward without any inhibitions.

The users should be made more aware that they can contribute to the organization through suggestions. However, because some of the public are not genuinely concerned about constructive criticism, the organization needs to be careful in evaluating the suggestions and criticisms. Also, because more of the users are students, there is a tendency to suggest very individualistic needs which may not be feasible to implement, at least at present.

b) Management has to have a keen interest in learning about the needs, preferences, and relative satisfaction of users. Just assuming that the institution knows what users want or basing services upon superficial evidence is insufficient. It is necessary to carry out market research. Systematic information collection procedures must be used and even formal opinion surveys.

c) Government service has always been thought of as a provider of library and information services, but recently the Malaysian government has stressed the importance that government departments must be more bussinesslike in their approach in providing services. NLM, a government agency, has to seriously adopt this approach and change its orientation from that of a typical government service.

d) Managers in NLM need to be exposed to marketing activities in service organizations and NPOs in order to be able to apply marketing techniques to their own institution. They should have discussions and meet with professionals in marketing, particularly in NPOs.

"The highly responsive organization systematically sifts all incoming information and takes positive steps, where called for, to adjust its products, services, organizational policies, and procedures."[1]

5.1.2 Lack of training of managers in marketing

For the institution to achieve its goals and objectives in marketing, training of its managers is essential. Partly as a result of lack of training, some officers at management level "fail to appreciate the benefits of market research. Often also they lack skills in interpretation and use of marketing research data."
2

Another disadvantage is that managers are not able to see the benefits marketing has to offer the organization and unable to recognize that marketing has to be an integral part of the organisational structure.

There are a number of alternatives that could be considered in examining this problem.

a) managers could be sent for courses in service marketing within the country or overseas. These courses must incorporate all the elements necessary in marketing.

b) A training programme could be organized with a private firm, although this may cost money. It is more feasible for it to be organized with INTAN (Malaysian Institute of Public Administration) to focus on the

needs of NLM, which could then be conducted in either one of the institutions. INTAN at present and in the past has conducted courses related to the library field. A number of these course have actually been organized jointly by both the institutions.

c) Arrangements could be made for officers to have one or two weeks marketing training attachment at one of the bigger firms e.g. Sime Darby, IBM, Malayan Banking, etc. Here they can see marketing in practical terms and can apply some of the principles to NLM. Exposure of this kind may help to generate new ideas in relation to services marketing with particular reference to NLM.

d) The Malaysian Library Association should consider conducting courses in marketing at management level. This will give the librarians an opportunity to exchange ideas and views and learn from each other to improve themselves. If the Library Association does not have the right personnel to do the job, they could enlist the assistance of capable professionals from within or outside the country

e) NLM must take advantage of conferences, seminars, etc on marketing and try to send their officers to some of these. Most of these will be overseas and finance may be a limiting factor, but sponsorship could be solicited

for this.

5.1.3 Unorganized marketing activities

The following are possible alternatives in resolving this problem.[3]

a) A *marketing committee* could be set up comprising officers from different divisions, headed possibly by a director. This committee should discuss and plan all marketing activities in thorough detail for approval by top management. The committee should examine the institutions problems and look into the potentials of marketing with the following objectives in mind :

i) to identify the marketing problems and opportunities facing the institution

ii) to identify the major needs of various units for marketing services

iii) to explore the institutions possible need for a full time Director of Marketing

b) *Task forces*. The chief administrator should consider appointing task forces to carry out various phases of an institutional audit. The aim is to discover how the institution is seen by key publics, what its main constitutients want that institution to be, which

65

programmes are strong, which are weak, and so on. The task force's reports should adduce a consensus on institutional goals, positioning and strategies. Even when task forces fail to find dramatic solutions, the members usually gain a deeper appreciation and understanding of the institutions problems and the need to work together to solve them.

c) From time to time the institution may need to employ the services of firms specialising in services like market research, advertising, etc. *Marketing specialist firms* may be called upon when the institution does not have the expertise in the required area.

d) The orgainzation· should employ a *marketing consultant* to carry out a comprehensive marketing audit on the problems and opportunities facing the organization. The consultant could be someone affiliated with the institution or otherwise. Volunteers, however, may be less objective in undertaking an audit and may give less attention, and therefore is not recommended. It is much better to employ a professional consultant especially one who has experience in the nonprofit sector of the economy.

e) *Marketing director* Eventually the organization might become convinced of the need to appoint a marketing

director. In the case of NLM the equivalent will be Assistant Director. A job description will have to be specified with the scope, the position, the concept, the functions, the responsibilities and major liaisons with other divisions in NLM. An important issue is where this person is to be located in the organization and his/her relationship with related functions. It would be reasonable to locate the marketing director in the planning office.

5.2 Marketing

5.2.1 Market Research

Public policy makers are now interested in the outcomes of marketing and customer behaviour research because this could significantly improve public policy decisions. This underlies the basic problem of not knowing what users need and want, and the extent, usage, and satisfaction of services provided. With market research the following objectives can be achieved:[4]

a) identification and measurement of the markets with a view to assessing new markets for existing services, new services for existing markets, and new services for new markets.

b) analysis of the characteristics of the market. This includes the customers needs for services, the way customers seek advice and desirable features of the service.

c) projection of markets. This is a total view of the market and whether there is an increase or decline of effects - customers in the market could change, environment could change, and there could be new competing services.

d) Critical factors for operation in individual markets. This includes the nature of the service market, the range of services to be offered and the cost systems.

e) Projection of available share of the market. The market share is based on the market trend. The organization's strengths and weaknesses could affect its position. The market share has to be developed over a five to ten year period. Improved conditions can affect market share.

f) Market development programme is that a statement of the objectives of a programme is necessary.

Market research can be conducted to find information on various factors. This will depend on the

stage of development and the level of service provided. Since NLM has not undertaken market research there is a whole range of areas to be covered, e.g. target markets (which would be the most used area in relation to services being provided); user needs (what the users want); user expectations (in terms of possible new products and services); and, user satisfaction (with current services).

Four areas of research identified are as follows:[5]

i) Programme priorities i.e. to be able to identify the programmes most likely to be wanted and used by users.

ii) Stimulus research i.e. advertising, promotion, etc.

iii) Response research i.e. product research and consumer education.

iv) Product and segment research i.e. special markets (targeted), specific products and services.

Market research can either be done by

- NLM

- a market research organisation

NLM may require less funds if they do it themselves, but they must have sufficient staff and the experience to undertake it. It involves a lot of planning, organization and technical expertise which may

not be readily available in NLM. Besides, since the institution has not done market research before it would severly be lacking in market research skills and experience.

Market research would also require the deployment of staff not only to plan and organize, but also to undertake the actual research with whatever method appropriate. As it currently stands, virtually every division mentioned lack of staff as one of their present limitations. The already limited service will further suffer if staff are deployed for market research. It is better to engage an agency to undertake the market research. A professional agency will have all the know-how and techniques to carry out the research as required by the institution. Some of the institution's staff, however, will have to work with the agency in order to provide them with information required to undertake this job.

If a market research organization is employed to do the research, NLM must be prepared to pay a fee for their services. This may impose a financial burden on the institution. This has to be planned carefully and budgeted for in the following year's allocation with strong justifications, then money could probably be made available.

5.2.2 Marketing audit

Management has indicated some of the strengths, weaknesses, opportunites and threats. It must be noted that this is not an objective view, because it is not the result of an audit. Some of the problems highlighted will be analysed.

a) *Strengths*

i) NLM is supported by two Acts as has been discussed in chapter one. The details of the acts do give certain powers to the Director General of NLM. It is a backing force and has to be carefully studied and seen in the light of NLM's advantage and development. If marketing audit is done it may throw some light on whether some of the details are actually limiting NLM in its functions as a national body.

ii) it was indicated that NLM as a federal body has national status. In actual fact, national status is limited because the powers of NLM are only in the federal departments, which are mostly located in the Federal Territory. In this context, NLM has control only of the library staff. As far as the administration of the libraries is concerned NLM can only advise on planning and development. The library in each

71

department is administered and financed by the respective departments and they make the final decisions. With state libraries, the situation is slightly different, but not much better. In this case NLM's advisory power is through an appointed member of NLM sitting on the state library boards. Similarly the state libraries are not bound to accept any advice given and sometimes local politics may adversely influence the development of libraries. The good rapport created by the Director General of NLM however has its advantages. Advice is often accepted because of NLM's experience on library matters. But stronger authority from NLM, the national institution would certainly aid library development. NLM has national status but no direct power nationwide. There are two alternatives in this case :

- nationalise the system of libraries in the country such that all of the federal and state departments come under the umbrella of NLM.
- give NLM greater powers in the development of state and departmental libraries not just advise in the planning and development.

iii) Being supported and funded by the government is seen as a strength. The institution enjoyed good budgets in times of prosperity. However, as was mentioned before, the recent downtrend in the economy

has had its effect on all service industries, and social services are among the worst affected. As a result NLM's budget has been drastically affected and many of the services offered have had to be trimmed down and some are even behind time in production. In a developing industry this is a limitation especially as NLM is at the take off stage. Thus, the time has come to reconsider production development.

a) *Weaknesses*

i) One of the weaknesses pointed out was that NLM has been established rather late. As it had no established collection to build on all initial resources and inputs was concentrated on collection building. Now with the provision of a range of services NLM has to set out an effective marketing plan. In the library field today, an institution's capability is not only judged by the size of the collection but more importantly what it does and the value to the customers.

ii) No permanent building for the last 25 years. This definitely has been a major set back to image building. Firstly there was no physical building to identify the institution with. Futhermore, movement from one premise to another added to the problem. Currently the problem lies in NLM being located in two different buildings.

This will be resolved as the permanent building is under construction and is due to be completed early in 1992.

iii) no increase of staff for the last 25 years. This will be discussed under the problem of human resources under section 5.5 but without doubt it is a great limitation.

5.3 FINANCE

One of the problems of being a government department is that funding is from the Federal Treasury. If the institution sits back and accepts this attitude there is hardly any possibility of progress. Looking at the situation in NLM and taking the view that the Malaysian government wants government departments to be more busisness-like in their approach, institutions should look to possible avenues to raise funds. Resource attraction, howvever is more than just fund raising, it includes voluntary work, and services in the form of raw materials, pricing products, premises rental – anything that can supplement and generate income.

5.3.1 Fundraising

The art of fundraising has passed through various.

stages in its history. Originally it was 'begging', then it was considered 'collection', recently it took the form of 'campaigns', and currently it is interpreted in the light of 'development' in which the organization systematically builds up different classes of loyal donors who give consistently and receive benefits in the process of giving.[6] Fundraising here is looked upon as a form of marketing and as Kotler and Andreasen indicate there are four donor markets - individual givers, foundations, corporations, and the government.

a) *Individuals*

Individuals are the major source of all charitable giving. Many individuals contribute to one or more organisations each year. Charitable causes vary in their appeal to individuals and in different categories of charity the appeal levels also vary. The amount raised may differ because organizations have different life spans and different degrees of effectiveness at fundraising. To be effective fundraisers, NPOs need a good understanding of the motives for giving. Donations must be looked at as a transation and not as a transfer. Individuals give to get something back. People have expectations when they donate i.e. the organization must use the money effectively or must show gratitude to say the least. It is best to make a request for a donation

to support promising programmes. NLM could get support for their reading activities, for building up parts of their Malaysiana collection or manuscripts could be donated by individuals or paid for by them, etc.

Individuals will respond to requests in relation to what is relevant, important and urgent to them. There are five steps in the approach to fundraising and if applied appropriately could achieve results.

- identification i.e. the identification of wealthy individuals
- introduction i.e. find those who can give information about and introduce you to the individual concerned
- cultivation i.e. cultivate the individuals interest without asking for money
- solicitation - i.e. the asking of money
- appreciation i.e. must show gratitude and appreciation for any monies received.

b) *Foundations*

There are numerous national and international foundations that give money to worthwhile causes e.g. Ford Foundation, Lee Rubber Foundation, Kuok Foundation. At its best the institution should find foundations to match its interest. Institutions may respond to letters

of request and telephone calls but the most effective way is to visit the organization with a project proposal. A well thought out and convincing proposal has much better opportunity of a positve response. A proposal should include a cover letter, the proposal, the budget and the personnel required. It has to be customer orientated and compact and not a wordy, lenghty proposal. Organizations usually respond better if higher officials from the institution meet with them. Thus the institution should send its highest ranking official or the next in line to these foundations.

The institution must try to keep constantly in contact with a few organizations and not just contact them as specific programmes arise. In marketing this is referred to as 'building bridges' or relationship marketing'.

c) *Corporations*

Another funding source is business organizations, which differ from foundations. Normally corporations will consider amounts to be contributed according to their expected income. For them it is a minor activity and they are more concerned with their benefit and recognition. NLM could solicit corporations' assistance for funding its publications, posters, advertistments,

activities, etc. In this way recognition is visible and acts as an advertistment for the donor. Getting funding from coprorations requires planning and includes identifying the coporation, the prospectus or proposal, and the implementation.

d) *Government*

Governments are recognised as a major source of funding and do regularly make available grants and scholarships for a variety of courses. Although NLM is a government organization and already gets finance from them in the form of an annual budget and through a development budget, there are also other opportunities which could be tapped. Certain funding sources may channel funds to the central government e.g. UNESCO, and institutions will make a bid for these. A lot of this comes in the form of cultural, social and educational programmes. For this purpose a high level officer must be appointed to look out for and concentrate on cultivating opportunities in this area. NLM has lost out on opportunities because the institution was unaware they existed. Therefore the groundwork must be prepared and constant rapport be maintained on a regular basis. An essential element is getting to know the officials in this area, keeping in close contact with them and creating a good rapport. This sort of funding could

finance many training programmes.

All the four sources for financial support discussed above can be used in a variety of ways. In so doing the annual budget could be used for other activities.

5.3.2 Product pricing

NLM has been offering a number of products and services. Very often the services are free. In some cases they are nominally priced that it hardly contributes to the cost of production. This will be discussed in detail under section 5.4.

5.3.3 Rental of space

At present NLM is in its rented premises and is severely affected by lack of space and a very unsuitable atmosphere. As has been indicated the new building is well on its way to completion and the whole institution is expected to be housed in that building by mid 1992. NLM should consider renting out space and facilities in the new building. There will be a theatrette which could be rented for plays and shows. Although plays are not as popular in Malaysia as in the west, recently there has been a revival of interest in local theatre.

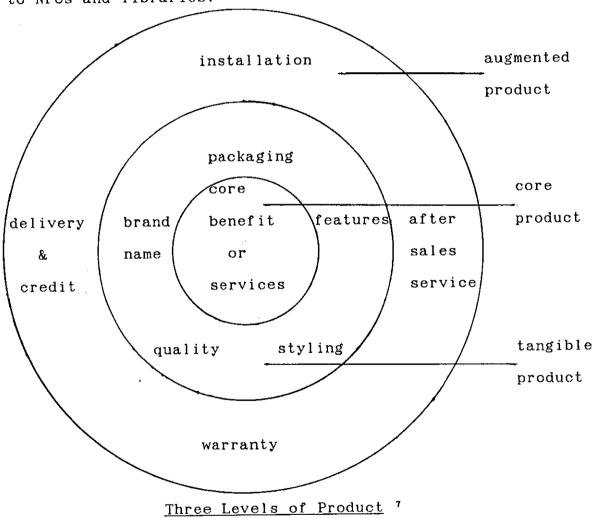This premises could also be used for a variety of children's activities.

Another attractive feature within the new bulding is the exhibition space. Besides using it for NLM's own exhibition needs, it could also be rented out for use by other institutions and organisations. Other areas like the sports facilities will not be built up initially but is expected to be considered in a programme of extension. When it is completed that could also be considered for rental. It must be noted that in renting out premises there must not be conflict with the needs and requirements of NLM which should be first priority.

Another point to consider is that in Malaysia the funding and recoupment of money in government departments is such that all incoming money goes into the federal coffers and not to the institution or department concerned. This could have a negative effective on efforts to raise funds, but NLM should have serious discussions with the Treasury officials about plans for fundraising. In the long run the Federal government will also benefit. Besides the treasury looks more positively in approving budgets of a revenue earning department.

5.4   PRODUCTS

5.4.1   Product policy

In offering a product or service the institution has to bear in mind the three levels of the product. Although this is for general marketing it can be applied to NPOs and libraries.

Three Levels of Product [7]

In service marketing, it is imperative to understand that the institution is selling the benefits

of the services, not its features. The core product
stands at the centre of the total product and answers
the question as to what the customer is really looking
for.

The form in which this benefit is made available is
the tangible product. In the library it could be that
the information is available in books, of from the
computer direct or through a print out, or on casettes
and video tapes, etc. Tangible products usually have
five characteristics i.e. quality level, features,
styling, brand name and packaging which together combine
to provide the core product benefit.[8]

Quality is the perceived level of performance in a
product. Service products particularly vary in quality
depending on who provides the services and how they are
provided. Quality is also a valuable criteria in
determining how users response varies. Quality can only
be achieved over a period of time e.g. in NLM the
publication of BNM, the national bibliography, has
developed and improved from its first issue in terms of
paper quality, print, reproduction, contents, etc.

Features are factors that can be added or taken away
from the product or service without affecting its style
or quality e.g. books could have detailed indexes or

references in them.

Styling This is what gives a product a distinctive look e.g. the design and colour of BNM. Style is however better obtained from durable goods. Style in libraries can also be the way the service is provided. If all the service providers in the institution are pleasant, warm, friendly with smiling faces, well dressed, etc. - it creates a distinctive style.

Packaging This refers to how the core product is wrapped. In library terms it could be the form that information is in (audio visual, computer printout, etc.) and the surrounding in which it is provided. This refers to the total atmosphere in which the product is available.

Branding This encompasses symbolism and design identifying the product with the institution. It includes logo, image, colour, whatever immediately interpretes the product as belonging to an institution. Branding can link all products and services of the organization together giving it an identification. If a brand name exists and is well received by the public the institution will want to maintain quality and consistency of service to further contain consumer confidence.

5.4.2 Product life cycle

The concept of product life cycle is an important part of the planning team's job in order to develop an effective marketing strategy. There are four stages in this cycle - introduction, growth, competition, and maturity, and decline.[9]

introduction When the product is first placed on the market use will increase as the customers learn about the product.

growth When the product is unique and has a monopoly because competitors have still not entered the market

competition and maturity When the product is still alive but is now under threat. At this stage product availability and marketing efforts need to be expanded to continue to maintain the level of use. People are still commited to continue to use the service, but more slowly, until a levelling off occurs.

The library needs to develop in potential users a library attendance habit and maintain user interest through special promotions, by modifying products and services that are being offered and introducing new ones. Competition needs to be assessed to offer

84

products that will attract users.

decline When products start losing a significant number of customers without replacing them. Use decreases rapidly and new products have to replace declining ones. The library has to eliminate services before they become totally unacceptable and users have to be channelled to alternative products where available.

In assessing the product life cycle, it is imperative to find the relationship between products and target markets. This *production analysis* can be achieved through use of data obtained from marketing research and marketing audit. A workable model exists which can serve as an aid in making product decisions relative to target markets.[10]

	current products	potential products
current target markets	market penetration	development of new products to meet needs of current market
potential target markets	increase in number of target markets	diversification of product line

With rapid development in technology and the existence of competition, an organization cannot rely solely on its existing products. New and improved products are expected and sought for by users. Thus even the library needs to establish a product development programme. New products include original products, product improvements, product modifications, and new brands/products which the organization develops through its own research and development efforts.[11]

In developing new products there must be strong new product planning and a systemmtic process for new product development. There are various steps to new product development:-

idea generation - from management, staff, customers, analysing competitors products and services or information suppliers.

screening and evaluation - each idea is assessed for its value and only the best are considered. Rating will determine product development priority.

concept development and testing - development of ideas into meaningful concepts for the customer and to test these on a group of target users.

production development – making decisions and action strategies regarding product items with available resources. At this stage the planning team may want to add a uniqueness to their product thus having a differential advantge.

Whatever the situation, the institution must consider the product life cycle and see where the product stands at that point in time so that measures are taken to improve it or replace as necessary.

5.4.3 Product pricing

Many social services today are charging fees – museums, hospitals,etc. Libraries thus should reconsider their old stand of providing a free service.

"In effect the moderate position suggests that the pricing of library products or services be based on a balanced assessment of market needs and wants and the ability of the organization to respond to those needs and wants."[12]

In the setting of prices a number of factors have to be considered[13]

a) the cost factor

b) the price must fit the market position planned for production i.e. where is the product aimed for (researchers, average man, student, etc)

c) price is related to its position in its life cycle. A declining product cannot carry a good price

d) how the users view pricing of the institutions products

e) how is the pricing factor with the competitors

f) distinctive competence.

5.4.4 Distribution

The distribution of public library services provided by NLM is fairly well covered. This service caters for the Federal Territory, an area of about 94 square miles. There are three physical branch library buildings, and three mobiles covering about 80 stops. However, more outlets in terms of physical structures or mobile libraries would be more than welcome. The heavy concentration of population in the Federal Territory creates a demand for public library services. NLM only started the provision of public library services in the Federal Territory because there is no state library nor any other agency providing the services in this area. This was started in 1977, 14 years ago. Since then however, City hall has established a couple of centres

providing public library services in the same area. City Hall has also provided the buildings from which NLM runs the branch libraries. If at any time City Hall or any other agency is ready to take the responsibiity of providing public library services in the Federal Territory, NLM will cease provision of services in this area. NLMs main concentration is intended to be on reference and referral services.

Reference services however, are concentrated in the physical building. The availability of telecommunication channels by means of telephone, and now the fax, has greatly reduced the limitation to within the building. But the telephone is still a means of contact and not a means of distribution, since it is a means of conveying the information to the end user.

The many decisions made in this aspect of the marketing effort will determine how the product/service will be accessible to the users and the target markets. Effective methods of distribution add value to the product, making it available at convienient times and places.[14]

Today with the rapid advancement of technological development e.g. fax, computers, etc., single site locations are not limiting factors. With established

computer networks and link ups, and systems being able to talk to one another, distribution channels are moving away from traditional methods. In Malaysia, computers have made inroads into many departments and industries, but in the library field it is moving rather slowly. NLM only recently (1989) acquired their computer system. A few university libraries have also been and are in the process of being computerised. No state library has yet moved in this direction. Departmental libraries in most cases do not have systems of their own but are dependent on the main computer acquired by the parent organization. Thus, systems do exist but where they do they are different, which is as good as talking in different languages. It is still a relatively new and growing area as far as libraries are concerned. In this situation there is no networking system as yet. This being the case NLM cannot use modern technology to channel information to outlets like university and state libraries. This is only the technological limitation. Even if this is overcome, political protocol may still inhibit development of distribution channels.

The distribution decision is making the services available to its clientele. A number of factors are involved in this decision making.

a) *Quality of service*

Quality refers to responding with appropriateness, speed and accuracy to a user's need. Since library service is both product and delivery it is more important to achieve a high level of quality. "For information agencies, distribution becomes more than an equal component of the marketing mix; it is also an integral part of the product.. As a result, distribution decisions have a profound effect on the product's viability."[15]

"The distribution decision implicit in service is one that merges product quality and ease of access (in terms of desired output and speed). Although the other decision problems also flow into the issue of access, access is paramount in the reality and user peception of service quality and is so central that it must be treated as a primary service goal.[16]

b) *Time, Convienience, and Resource Allocation*

Time is valuable to everybody and to those seeking information it becomes more crucial. Any user requiring less time in getting information from that agency will immediately view that service as of higher level and user satisfaction is high. Time can be defined as:

i) time expended by library staff to provide the information

ii) time to overcome the physical distance between the user and the service

iii) real time the service is available to the users

In times of economic constraint it is difficult to consider distribution channels which greatly improve user convienience. It is almost virtually impossible to increase library hours, have more outlets, or add staff. Thus though finance will be a problem, modern technology can overcome some of these limitations

c) *Priorities and Planning*

Yearly operational planning is essential and is a regular feature in the administration of NLM. Long range plans e.g. five year plans are also essential to create the framework. The Malaysian government has a regular schedule of five yearly plans together with mid term reviews of these plans. When constructing the plans all departments are requested to forward proposals. This takes care of national palnning. But planning within the department also needs attention. Within this planning priorities have to be set to cater for user needs. An

ongoing marketing effort is also essential.

d) *Human Resource Intermediaries*

This can take the form of:

i) cooperation with government agencies in terms of
joint programmes, information and referral, and possible
sharing of resources.

ii) contractual agreements with other service brokers
such as private information entrepreneurs to provide
those specific functions to which the agency may be
unwilling or unable to commit existing staff.

5.5 HUMAN RESOURCES

5.5.1 Recruitment

The administrative division of NLM undertakes all
recruitment of professional, semi-professional and lower
staff.   In   the   case   of   professionals,   the
Director-General or Assistant sits on the board with
members of the Public Services Commission. Recruitments
of other levels are conducted by NLM.

It is essential to set out characteristics to look

out for in the selection of candidates, i.e. service orientated. NLM should identify characteristics such as pleasant to look at, approachable, good with customers, like working with people, not put off by shift work, like counter work, etc. If a list is made of all the requirements and these are seriously considered during the interview, it would be an advantage in the right personnel being selected. The institution must also consider abilities that can be used anywhere in the organisation, not just the division the individual is immediately going to.

5.5.2 Training

a) NLM like most government departments send their new recruits straight into the job on hiring them. In sales organizations , particularly the private sector this was previously done. Now most sales people are trained, whatever the period may be, before they are put out in the field. It would be to the advantage of NLM if the new personnel are given some form of internal training before being sent to their respective posts. The training should include the following objectives :[17]

i) The recruit should know the institutions history, mission, and identify with it.

ii) He/she should know the institutions products and services

iii)The recruits should know customer's and competitor's characteristics.

iv) The new recruits must know how to effectively sell what the institution has to offer.

v) The recruits should know the organization's system and procedures.

This training in communication and selling and knowledge about the institution and its products and services will benefit the institution when the individual is faced with customers.

b) Internal marketing. This reemphasizes the importance of marketing to people who serve external customers. The main object of internal marketing is to get motivated and customer conscious employees. "Internal marketing is of crucial importance since staff may be reluctant to sell a service product which they do not find acceptable."[18]

c) training does not stop at initial training but is continuous because it is a vital part of the service

marketing function. NLM in this context has done well and sends all levels of staff for various training programmes. They make an effort to try and find opportunities of courses in other organisations and use it to their advantage, both as a training factor and as a motivation factor. But this is a long process because each year only a few can be trained. An important consideration is that once the staff are trained in an area they should be retained there so as to effectively implement what they were trained for. This is an important consideration in transfers.

5.5.3 Motivation

This has its limitations in a government service whereby the benefits of being in such a service are open to one and all. However the Malaysian government has provisions in all departments for 'Khidmat Cermalang' (Excellent Service Award) which is a yearly presentation within each department. Heads of Divisions put up candidates for selection and the best are chosen from within the department. Not only is this a proud and satisfying moment and a motivating factor, but staff with this certificate have a better opportunity of promotion or transfer when they apply for jobs.

Motivation in the form of immediate recognition for

a job well done or initiative is essential. If this is done staff will be more eager to perform well. In NLM the structure has many levels, but Heads must note and appreciate good service as well as keep the top management informed. This does wonders for staff morale.

5.6 IMAGE, PUBLICITY AND PROMOTION

Library promotion and image building can be done in many ways. It should be an integral part of the overall policy and must reflect the goals and objectives of the institution.

5.6.1 For puroses of this study the experience in the Federal Republic of Germany is closely followed as a well set out method for promotion and public relations. [19]

a) Internal Relations

The institution's reputation is based on its resources and services and the attitudes and performance of those working at the front line and behind the scenes to make the services available to the public. The staff daily meet the public who patronize the service and they also meet the public outside the library.

"A library's internal human relations, the
internal flow and feedback of information,
insight and participation in reaching
decisions and formulating policies are
therefore a decisive factor for relations with
the public."[20]

b) Relations with the public

The library in providing a public service has daily
encounters with the public. Relations with the public
however, is not restricted to people, groups or
institutions already using the library, potential users
or general public. The public also include members of
the legislature, the executive, those in senior
positions and the decision makers. The library must
impress by good management, an economical approach,
sound requests for staffing and finance with convincing
arguements. The library management has to understand and
appreciate the potential and attributes of these i.e.
establish friendly personal relations.

The patrons must not only be well informed but the
institution must establish a two way communication and
react where possible on suggestions and criticisms.

c) Public relations by cooperation

The institution must constantly look out for opportunities for cooperative activities beneficial to both parties. Partners could be other institutions, libraries, museums, publishers, associations, etc. Activities could take the form of exhibitions, joint publications, exchange of information, conferences or seminars, etc.

Cooperation in this manner creates goodwill among the various partners; directly and indirectly more potential users could be reached and the library could increase its promotional opportunities beyond its own capacity, aided by other interested partners.

d) Public relations through mass media

The use of the press radio and television to attract the public at large is a necessary activity. Information to be broadcast or printed must be carefully prepared. The famous saying 'a picture paints a thousand words' could be advantges. Libraries need to create a good rapport with journalists, reporters and photographers. NLM has made use of the mass media fairly extensively but needs to coordinate its activities with the media such that specified personnel are appointed to

deal with them.

e) Public relations by service activities

Satisfied users are good promoters of any service for they will publicize the service for the institution. Thus the better the service the better the chances of reaching a wider public. The library must not take its basic services for granted because there are always people who are unaware or uninformed of some service.

f) Presentation by appearance and accessibility of libraries

The presentation of a library by its outside and inside appearance and the way the service and collections are made attractive to the users is important in promoting the service. Among the things to be considered are cleanliness, colour schemes, sinage, graphics, comfort, etc.

NLM as mentioned earlier is limited in enhancing its appearance and accessibility but with the move to its new premises a greater effort could be made to improve this situation.

g) Presentation through graphic design

Graphic design presentation is in the form of posters, bookmarks, pencils, carrier bags, etc. NLM has made a small attempt in this area working in cooperation with the commercial sector. The elements involved in this form of presentation include colour, letter type, logo - all reflecting the institution concerned.

h) Informational and promotional materials

In promoting the cooperate identity a whole range of materials could be used for public relations. Informational materials include guide books, reports, posters, news magazines or letters, tape slide performances, etc. Library use could be encouraged and motivated through programme announcements and advertistments, posters, leaflets. Stationery also plays a role in promoting when it carries the institution's name and logo such as letterheads, envelopes, complimentary cards, borrower cards, etc. NLM has increasingly used this as an identifier and a promotional item.

i) Staff and finance

This has been discussed under section 5.5.and 5.3

but it is necessary to stress that the time has come for NLM to have specific staff to undertake the promotional and public relations duties of the institution. This is becomming more necessary as the institution continues to grow and progress and has a wider clientele and a range of activities to handle.

Similarly finance has to be allocated for the specific needs of promotion and public relations activities.

Reference

1. SHAPIRO, Stanley J. 'Marketing and the Information Professional : Odd couple or meaningful relationship.' *Special Libraries,* Nov. 1980, p. 41.

2. COWELL, Donald. *The Marketing of Services.* London: Heinemann, 1984, p. 90.

3. KOTLER, Philip. 'Strategies for Implementing Marketing in Nonprofit Organisations' In *The Marketing of library and Information Services,* edited by Blaise Cronin. London : Aslib, 1981, p. 39.

4. Ref 2, p. 85.

5. GAEDEKE, Ralph M. *Marketing in Private and Public Nonprofit Organisations: perspectives and illustrations.* Santa Monica, California: Goodyear Publishing, 1977, p. 84.

6. KOTLER, Philip and ANDREASEN, Alan R. *Strategic Marketing for Nonprofit Organisations.* 3rd. edition. Englewood Cliffs, New Jersey: Prentice Hall, 1987, p. 322.

7. KOTLER, Philip and ARMSTRONG, Gary. 4th ed. *Principles of Marketing* Englewod Cliffs, New Jersey, Prentice Hall, 1989, p. 226.

8. Ref. 6, p. 425.

9. CONDOUS, Crystal. 'Non-profit marketing: Libraries Future.' *ASLIB Proceedings,* 35, (10) October 1983, p. 413.

10. Weingard, Darlene E. *Marketing: Planning Library and Information Services.* Littleton, Colorado: Libraries Unlimitted, 1987, p. 64.

11. Ref.7, p. 261.

12. CRONIN, Blaise. *The Marketing of Library and*

Information Services. London : ASLIB, 1981, p. 73.

13.   WILLS, Gordon. *Introducing Marketing* Bradford: MCB
University Press, 1983, p. 172.

14. Ref. 10, p. 95.

15. Ref. 10, p. 98.

16. FORD, Gary T. *Marketing and the Library.* New
York: Haworth Press, 1984, p. 52.

17. Ref., 6, p. 604.

18. Ref., 6 p. 204.

19.   ERNESTUS, Horst. 'The German Experience : a case
study in library promotion' In *ASLIB Proceedings* 33 (10)
October, 1988, p. 407-412.

20. Ibid p. 407.

CHAPTER 6

RECOMMENDATIONS AND CONCLUSION

6.1   MANAGEMENT

6.1.1   Marketing of library services - attitude

a) Management in NLM has to change their attitude and market their services more aggressively and consider the possibility of targeting services. Furthermore, they must take a bussiness like approach, serving customers in a professional manner. "The highly responsive organization systematically sifts all information and takes positive steps, where called for, to adjust its products, services, organizational policies and procedures."[1]

b) It is now necessary to have systematic information collection procedures such as opinion surveys and market research. The institution may not be in a position to undertake this on its own; consultancy services may have to be considered.

6.1.2   Lack of training of managers in marketing

a) Considering that marketing of libraries is new in Malaysia (as it is in many other countries) it would be more profitable to send selected managers for short

courses to the United States or to the United Kingdom for training and attachment programmes. Exposure and training along these lines will help to develop a core of professionals in this sector.

b) Attachments to firms will be worthwhile, particularly if they are service firms. They will be exposed to the planning, organisation and thinking, that is required, before marketing can be implemented. It will also provide them with knowledge of the technical expertise required, which will have to be considered in human resource planning if marketing is to play a major role in the institution's development.

6.1.3 Unorganised marketing activities

a) It is clear that marketing has not been carried out in NLM as an activity. To undertake marketing NLM should establish a marketing committee to carry out the objectives set out in chapter five.

b) A task force could be set up within a marketing committee as a sub committee, with their own specific duties. Considering the hierarchy of officers at NLM it is advisable that this marketing committee be headed by an officer at the level of assistant director.

c) Marketing specialists may be called upon as and when necessary. It would be the responsibility of the marketing committee to propose such matters to management for consideration and approval, and to devise a specification for the work.

However the services of a marketing consultant need not be engaged at this stage. It would be more appropriate and financially viable if handled by one of the officers within NLM. It must be noted that training has to be provided before the designated staff can carry out these functions.

6.2 MARKETING

6.2.1 Market research

NLM has to carry out market research. This should be undertaken by an outside agency. Market research will have to be undertaken for all the products and services and to cover as wide an area as possible. This will assist in reviewing policies with regard to all services. It may be necessary to conduct market research again at a later stage.

6.2.2 Marketing audit

For an organization to remain viable it must regularly examine its purposes, missions, goals, objectives, resources and opportunities and to check whether the production of services are relevant to the consistently changing world. For this purpose NLM should conduct a marketing audit.

NLM has not conducted a management or a marketing audit in the formal sense. Management seems to be aware of some of the elements but a study has to be undertaken to verify the situation with facts.

6.3 FINANCE

NLM should not be totally dependent on the government to fund all its needs. NLM should consider approaching individuals and organisations to fund specific products and services. The government in recognising such efforts, will be more predisposed towards the department in other areas of activity. Trying to fund their own products and services is in line with the governments present policy and concept of departments trying to stand on their own feet and not being totally reliant on the parent body.

6.3.1 One possible solution is fund raising

a) NLM should seek out wealthy individuals who will be interested in the kind of programmes NLM offers. It is important to ensure that such individuals are aware of the potential contributions they can make.

b) Foundations can be approached for purposes of collection building, especially international foundations for the vast amount of material published overseas. Foundations could be requested to contribute towards collections in specific subject areas (e.g. politics, finance, economics), or in specific collections (e.g. manuscripts, audio visual, etc.). Foundations, both local and national, could be sought to sponsor training programmes. Various areas of advanced professional training is constantly required by NLM for its staff. Relevant training within the country is virtually non existent. Almost every course or study visit required will involve an overseas programme and will therefore be relatively expensive. NLM has not sponsored any officer to be trained in the field of marketing. One approach is to obtain financial support from a foundation.

c) As to soliciting from business organizations the government policy requires departments to be cautions in

so doing. Only donations which in no way bind the institution to the organisation may be accepted. Careful consideration must be given in this context before anything is acepted.

d) It is best not to tax the annual budget from the government any further. While money can be solicited for certain activities, government funding through its annual budget can then be used for other activities on the basis of priorities. A serious effort should be made for opportunities and advantages of training awards from whatever source.

6.3.2 Rental

With the new building NLM must consider renting out premises for a reasonable profit, with the intention of channelling the funds for the instituition's products and services. An income / expenditure sheet may have to indicate to the government the proposed use of monies earned.

6.4 PRODUCTS

6.4.1 Product policy

There is a great need to develop a product service

policy bearing in mind the three levels of product. This will tie together the various offers of the organization. Management also has to decide on its service offer - a crucial decision in the provision of services. "The shape of the service offer stems from mamagerial decisions concerned with what serices will be provided, who will provide them"[2]

6.4.2 Product life cycle

In NLM a few products and services have occassionally been reviewed, but a systemmatic planning of product life cycle is required. Review of products and services is usually as a consequence of unavoidable events. NLM must not wait for such events but should review the position of the products in their life cycle so as to make relevant decisions regarding product change, replacement, continuance or deletion. For the institution to be ahead and to keep their customers this is a necessary function.

6.4.3 Product pricing

NLM needs to reconsider its pricing of its products and services. This can be based on the factors mentioned in chapter five. In particular NLM's publicatons need to be repriced. In order to sell the products, however,

marketing and public relations is important. The latter topic has been discussed in section 5.6.

6.4.4 Distribution

Without the existence of its own outlets (or modern technological systems) for the distribution of products and services NLM has to rely on existing outlets for example the academic, state, and departmental libraries. For this purpose NLM has to create a good image and rapport with these libraries to convince them and their users of NLM's capability. Since academic, state and departmental libraries are dispersed throughout the country, information available in NLM could be channelled through these outlets. Although administratively they are not under NLM, but in so doing they could contribute to the development and provision of library services in the country.

Information brokers are only just beginning to operate in Malaysia. NLM could supply information to these brokers for a fee and thus not only are they being used as a distribution outlet, but some revenue is also obtained.

6.5 HUMAN RESOURCES

6.5.1 Recruitment

The recruitment of new staff must be conducted by selecting individuals with necessary qualifications as well as criteria indicated in chapter five, for a service organization.

6.5.2 Training

a) All staff must be given immediate training on joining the service to orientate them to the organisation and to give them basic knowledge of the institution such that they can help provide and sell the service.

b) Continue sending various levels of staff for courses to improve their knowledge, widen their expertise, and as a motivating factor.

6.5.3 Motivation

Management at all levels must constantly recognize staff who are performing well and comment and encourage them on their work and initiative. They must feel wanted, appreciated and enjoy working in the organisation.

6.6 IMAGE, PUBLICITY AND PROMOTION

NLM (and particularly the Director General) has made great efforts in building the image and promoting the institution. Furthermore, the construction of the imposing structure of the new NLM building assists greatly in its promotion.

However NLM still has to build its internal relations as well as its relations with the public. NLM has to make greater efforts than in the past in trying to cooperate with other institutions.

Specific posts for public relations personnel have to be created to work with the media and promote services and activities. Informational and promotional materials about NLM have also to be upgraded in quality and graphic and visual appearance.

6.7 CONCLUSION

NLM should formulate a marketing plan taking into account the above recommendations. In this way NLM can hope to play a more effective role in contributing towards the development of the country. The Prime Minister of Malaysia has recently stressed the

importance of achieving an informed society by the year 2020. NLM will be a major force in assisting in the achievement of this objectives.

References:

1. SHAPIRO, J. Stanley. 'Marketing and the Information Professional: Odd couple or meaningful relationship.' *Special Libraries*, Nov. 1980, p. 471.

2. COWELL Donald. *The marketing of services.* London: Heinemann, 1984, p. 103.

BIBLIOGRAPHY

ABELL, Derek F. and HAMMOND, John S. *Strategic Market Planning*. Englewood Cliffs, New Jersey: Prentice Hall, 1979.

ANDREASEN, Alan R. 'Advancing Library Marketing'. *Journal of Library Administration* Fall 1980, 1, p. 17-32.

ANDREASEN, Alan R. 'Marketing the Library'. *Special Libraries* April 1983, p. 204.

ANDREASEN, Alan R. 'Non profits: Check your attention to Customers'. *Harvard Business Review* 60, p. 105-110.

ANGOFF, A. *Public Relations for Libraries*. Greenwood Press, 1973.

BELL, Jo Ann and KEUSCH, R.B. 'Comprehensive Planning for Libraries'. *Long Range Planning* Oct 1976, 9, p. 48 - 56.

BELLARZO, Trudi and THOMAS J. Wald. 'Marketing Products and Services in Academic Libraries'. *LIBRI* 1977, 27 (3), p. 181-194.

BERENSON, Conrad. 'Marketing Information Systems'. *Journal of Marketing* Oct 1969, 33, p. 16-23.

BERMAN, Barry and EVANS, Joel R.' The Marketing Audit : a New Tool for Public libraries'. *Library Journal Special Report* 1981, 18, p. 13-18.

BOLTON, W. T. 'Life Style Research : An Aid to Promoting Public Libraries'. *Library Journal* May 1982, 107 (10), p. 963-968.

BORDEN, Neil H. 'The Concept of the Marketing Mix'. *Journal of Advertising Research* June 1964, 4, p. 2-7.

BUELL, Victor Paul. *Marketing Management : a Strategic Planning Approach*. New York : Mc Graw Hill, 1985.

CAREY, Robert John Pearce. *Library Guiding : a Program for Exploiting Library Resources*. London : Bingley, 1974.

CARROL, Daniel. 'Library Marketing, Old and New Truths'. *Wilson Library Bulletin* Nov 1982, 57, p. 212-216.

CHASE, Richard B. 'Where Does the Customer Fit in a Service Operation' *Harvard Business Review* Nov-Dec 1978, 56, p. 137-142.

COHEN, Elaine. 'Designing Libraries to Sell Services'. *Wilson Library Bulletin* Nov 1980, 55, p. 190-195.

CONDOUS, Crystal. 'Non Profit Marketing — Libraries Future'. *ASLIB Proceedings* 1983, 35 (10),p. 407-416.

CONROY, Barbara. 'Megatrend Marketing : Creating the Library's Future'. *Journal of Library Administration* Winter 1983, 4, p. 7-8.

COWELL, Donald W. *The Marketing of Services*. London : Heinemann, 1984.

CRONIN, Blaise. 'From Paradigm to Practice : the Logic of Promotion' *ASLIB proceedings* 1981, 33 (10) p. 383-391.

CRONIN, Blaise.(ed) *Information Management : From Strategies to Action*. London : ASLIB, 1985 .

CRONIN, Blaise. *The Marketing of Library and Information Services*. London : ASLIB, 1981.

CRONIN, Blaise. 'Nationally Co-ordinated Library Promotion'. *Journal of Librarianship* Oct. 1981, 33 (4) Oct p. 223-231.

CRONIN, Blaise. 'New Technology and Marketing — the Challenge for Libraries'. *ASLIB Proceedings* Sept. 1982, 34, p. 377-393.

CRONIN, Blaise. 'Targeted Service Delivery'. *New Library World* 1982, p. 129-136.

DAY, George S., SHOCKER, Allan D., and SRIVASTAVA, Rajendren K. 'Customer Orientated Approaches to Identifying Product — Markets'. *Journal of Marketing* Fall 1979. 43, p. 8-19.

DONELLY, James H. and WILLIAM, R. George. *Marketing of Services*. Chicago : American Marketing Association, 1981.

DRAGON, Andrea C. 'Marketing Communications for Libraries' *Public Library Quarterly* 1984, 5 (1), p. 63-77.

DRAGON, Andrea C. 'Marketing the Library'. *Wilson Library Review* March 1979, p. 498-502.

DRAGON, Andrea C. 'Short Tales on Marketing'. *American Libraries* April 1985, 16, p. 219-220.

DRAGON, Andrea C. and LEISNER, Tony. 'The ABC's of Implementing Library Marketing'. *Journal of Library Administration* Winter 1983, 4, p. 33:47.

DRUCKER, Peter F. 'Managing the Public Library Service Institution'. *College and Research Libraries* January 1976, 37, p. 4-14.

EARLS, Gerard and FORSYTH, Patrick. *Making Marketing work : a step by step guide for new business.* London : Kogan Page, 1989.

EDINGER, J. A. 'Marketing Library Services - Strategy for Survival' *College and Research Libraries* July 1980, 4, p. 328-332.

EDWARD, P. 'User Orientated Planning'. *Special Libraries* Nov 1973, 64, p. 479-482.

ENIS, Ben M. and COX, Keith M. (comp.) *Marketing Classics : Selection of Influential Aritcles.* 5th ed. London : Allyn and Bacon, 1985.

ERNESTUS, H. 'The German Experience : A case study in Library Promotion'. *ASLIB Proceedings* 1981, 33 (10), p. 405-413.

FELICETTI, B. W. 'Information for Fee and Information for Free : the Information Broker and Public Librarian' *Public Library Quarterly* Spring 1979, 1 (1), p. 9-20.

FINE, Seymour. *Social Marketing : Promoting the Causes of Public and Non Profit Agencies.* Boston : Allyn and Bacon, 1990.

FORD, Gary I. *Marketing and the Library* New York : Haworth Press, 1984.

FORSYTH, Patrick. *Everything you need to know about*

Marketing. London : Kogan Page, 1990.

FRANKLIN, Linda Campbell. *Display and Publicity Ideas for Libraries*. Jeffersen, N.C. : McFarland, 1985

FRANKLIN, Linda Campbell. *Library Display Ideas*. Jeffersen, N.C. : McFarland, 1980.

FREEMAN, J.E. and KATZ, K.M. 'Information Marketing'. *Annual Review of Information Science and Technology* 1978, 13, p. 37-59.

GAEDEKE, Ralph M. *Marketing in Private and Public Non Profit Organisations : perspectives and illustrations*. Santa Monica, California : Goodyear Publishing, 1977.

GARVEY, M. *Library Displays, their Purpose, Construction and Use*. New York : H. W. Wilson, 1969.

GARVEY, Mona. *Library Public Relations : A Practical Handbook*. New York : H. W. Wilson, 1980.

GRONZOOS, Christian. 'Designing a Long Range Marketing Strategy for Services'. *Long Range Planning* April 1980, 13, p. 36-42.

GRONROOS, Christian. 'A Service Orientated Approach to the Marketing of Services'. *European Journal of Marketing* 1985, 12, (18), p. 588-601.

HALL, J. 'Publicity and Promotion for Information Service in University Libraries' *ASLIB Proceedings* Oct 1974, 26, p. 391-395.

HAMILTON, Feona *Information Promotion, Publicity an Marketing ; Ideas for the Information Professional*. London : Gower, 1990.

HANNABUSS, Stuart. 'Measuring the Value and Marketing the Service : an Approach to Library Benefit'. *ASLIB Proceedings* 1983, 35 (10), p. 418-426.

HARRISON, K. C. *Public Relations for Libraries*. London : Gower, 1982.

HAYES, Sherman. 'What does it really cost to run your Libraries'. *Journal of Library Administration* Summer 1980, 1, p. 1-10.

120

HOWARD, W. *The Practice of PR*. London : Heinemann, 1985.

HUSSEY, David E., ed. *The Truth about Corporate Planning : International Research into the Practice of Planning*. Oxford : Pergamon Press, 1983.

HUTCHINSON, Pat and KIRKBY, John. 'Creating an Identity'. *ASLIB proceedings* 1981, 33 (10), p. 400-404.

JUDD, Philip M., ed. *Marketing the Library : Techniques for Managing the Library in Hard Times*. Newcastle upon tyne : Assciation of Assistant Librarians, 1981.

KENT, Allen, LANCOUR, Harold and DARLY, Jay E., eds. *Encyclopedia of Library and Information Science* Marketing Scientific and Technical Information. New York : Dekker, 1976.

KIES, Cosette. *Marketing and Public Relations for Libraries*. Methucen, New Jersey : Scarecrow Press, 1981.

KIES, Cosette. *Problems in Library Public Relations*. New York : R.R. Bowker, 1974.

KING, D. W. 'Marketing Secondary Information Products and Services'. *Journal of American Society for Information Science* May 1982, 33 (3), p. 168-172.

KING, William R. 'Strategic Planning for Public Service Institutions ; What can be learned from business'. *Journal of Library Administration* 1981, 2, p. 43 -65.

KINNELL, Margaret. ed. *Planned Public Relations*. London : Taylor-Graham, 1989.

KOHN, Rita and TEPPER, Krysta A. *You can do it : a PR Skills Manual for Librarians*. Metuchen, New Jersey : Scarecrow Press, 1981.

KOTLER, Philip. *Marketing : An Introduction*. 2nd ed. Englewood Cliffs, New Jersey : Prentice Hall, 1990.

KOTLER, Philip. *Marketing for Non Profit Organisations*. 2nd ed. Englewood Cliffs, New Jersey : Prentice Hall, 1982.

KOTLER, Philip. *Marketing Management : Analysis, Planning and Control* 3rd. ed. Englewood Cliffs, New Jersey : Prentice Hall, 1988.

KOTLER, Philip. *Principles of Marketing*. Englewood Cliffs, New Jersey : Prentice Hall, 1989.

KOTLER, Philip. 'Strategic Planning and the Marketing Process'. *Business* May/June 1980, 30, p. 2-9.

KOTLER, Philip. 'Strategies for Introducing Marketing into Nonprofit Organisations'. *Journal of Marketing* Jan 1979, 43, p. 37-44.

KOTLER, Philip and ANDREASEN, Alan R. *Strategic Marketing for Nonprofit Organisations* 3rd. ed. Englewood Cliffs, New Jersey : Prentice Hall, 1987.

KOTLER, Philip. and ARMSTRONG, Gary. *Principles of Marketing* 4th. ed. Englewood Cliffs, New Jersey : Prentice Hall, 1989.

KOTLER, Philip., FERREL, O.C. and LAMB, C. *Cases and Readings for Marketing for Nonprofit Organisations*. Englewood Cliffs, New Jersey : Prentice Hall, 1983.

KOTLER, Philip, and LEVY, Sidney J. 'Broadening the Concept of Marketing'. *Journal of Marketing* Jan 1969, 33, p. 10-15.

LANCASTER, Geoffrey F. *Essentials of Marketing*. London : Mc Graw Hill, 1988.

LEERBERGER, Benedict A. *Marketing the Library*. White Plains, N.Y.: Knowledge Industry Publications, 1982.

LEINTZ, Bennet P. and CHEN, Myles. 'Long Range Planning for Information Services'. *Long Range Planning* Feb 1980, 13, p. 55-67.

LESLY, Philip. *Lesly's Public Relations Handbook*. 3rd. ed. Englewood Cliffs, New Jersey : Prentice Hall, 1983.

LEVITT, Theodore. 'Marketing Myopia : A Retrospective Commentary'. *Harvard Business Review* Sept/Oct 1975, 53, p. 26-44

LEYSHON, A. M. 'Marketing Planning and Corporate Planning'. *Long Range Planning* Oct. 1976, 9 (1),

p.29-37.

LOVELOCK, Christopher H. *Services Marketing : text, cases and readings*. Englewood Cliffs, New Jersey : Prentice Hall, 1984.

LOVELOCK, Christopher H. and QUELCH, John. 'Consumer Promotions in Service Marketing'. *Business Horizons* May/June 83, 26, p. 66-75

MASSEY, M.E. 'Market Analysis and Audience Research for Libraries'. *Library Trends* Jan 1986, 24 (3), p. 473-481.

MATTEWS, Anne J. 'Library Marketing Segmentation : an Effective Approach for Marketing Client Needs'. *Journal of Library Administration* Winter 1983, 4, p. 19 -33.

MC CLURE, Charles R. *Planning for Library Services : a Guide to Utilisating Planning Methods for Library Management*. New York : Haworth Press, 1982.

MILLER, Edward P. 'User Orientated Planning'. *Special Libraries* Nov 1973, 4, p. 479-482.

MONTANA, Patrick J. *Marketing in Nonprofit Organisations* New York : AMACOM, 1978.

OLDMAN, C. 'Marketing Library and Information Services'. *European Journal of Marketing* 1977 11 (6), p. 460-474.

OLDMAN, Christine. 'The Strengths and Weaknesses of a Marketing Approach to Library and Information Services'. In CRONIN, Blaise, ed. *The Marketing of Library and Information Services*. London : ASLIB, 1981, p. 47-48.

PICKUP, John A. 'What Business are we really in'. *ASLIB Proceedings* 1987, 39 (10), p. 281-291.

POLLET, Dorothy. 'New directions in Library Signage : You can get there from here'. *Wilson Library Bulletin* Feb 1976, 50, p. 456-62.

RAFFIN, M. ed. *The Marketing of Information Services*. London : ASLIB, 1978.

REYNOLDS, L. and BARRETT, S. *Signs and Guiding for*

Libraries. London : Clive Bingley, 1981.

RICE, Betty. *Public Relations for Public Libraries* New York : H.W. Wilson, 1972.

RIGGS, Donald E. *Strategic Planning for Library Managers*. Phoenix, Arizona : Oryx Press, 1984.

ROOSE, T. 'Free versus Fee - Re examined'. *Library Journal* Jan 1987, 1/2 (1), p. 460-474

ROTHSCHILD, Michael L. 'Marketing Communications in Non Business Situations or Why it is so Hard to Sell Brotherhood like Soap'. *Journal of Marketing* Spring 1979, p. 11-20.

ROUNDTREE, Elizabeth. 'Users and Nonusers Disclose their Needs. *American Libraries* Sept 1979, 10, p. 486-487.

SANWALD, William W. 'A Strategic Marketing Plan for Public Libraries'. *Library Journal Special Report* 1981, 18, p. 6-12.

SAWICKI, Sophie. *Marketing Business Information Services*, Loughborough University of Technology, MLS Dissertation, 1988.

SCHUMAN, Patricia. 'The Image of Libraries'. *American Libraries* 16 (2), p. 86-89.

SCOTT, Alice H. 'Marketing as a Community Analysis Goal'. *Library Journal Special Report* 1981, 18, p. 20-22.

SHAPIRO, Benson P. 'Marketing for Nonprofit Organisations'. *Harvard Business Review* Sept/Oct 1973, 51, p. 123-132.

SHAPIRO, Stanley J. 'Marketing and the Information Professional : Odd couple or Meaningful Relationship. *Special Libraries* Nov 1980, 17, p. 469-472.

SHERMAN, Steve. *ABC's of Library Promotion*. Metuchen,New Jersey : Scarecrow Press, 1980.

SMITH, Barry B. 'Marketing Strategies for Libraries.' *Library Management* 1983, 4 (1), 1-52.

SMITH, Roy. 'Marketing the Library'. *ASLIB Proceedings*
    Sept 1987, 39 (9), p. 231-133.

SPILLARD, Peter. *Organisation and Marketing*. New York :
    St. Martin's Press, 1985.

SPINDLER, Donald C. 'Managenmant Looks at the Corporate
    Library'. *Special Libraries* Oct 1982, 73, p.
    251-253.

STASCH, Stanley F. and LANKTREE, Patricia. 'Can your
    Marketing Planning Procedures be Improved'. *Journal
    of Marketing* Summer 1981, 44 (3), p. 79-90.

STERNGOLD, Arthur. 'Marketing for Special Libraries and
    Information Centres : the Positioning Process '.
    Special Libraries Oct 1982, 73 (4), p. 254-259.

THOMAS, Dan R. E. 'Strategy is Different in Service
    Business'. *Harvard Business Review* July/Aug 1978,
    56, p. 158-165.

TOTELIAN, Dennis H., GAEDEKE, Ralph H.   and THOMPSON,
    Leete A. *Marketing Management : cases and
    readings*. Santa Monica : Goodyear Publishing, 1980.

USHERWOOD, Bob. 'Do you Relate : Practical Public
    Relations'. *ASLIB Proceedings* 1981, 33 (10), p.
    393-397.

WASSERMAN, Paul and FORD, Gary T. 'Marketing and
    Marketing Research : What the Library Manager should
    Learn'.   *Journal of Library Administration* Spring
    1980, 1 (1), p. 19-29.

WEBSTER, F.E. *Social Aspects of Marketing* New Jersey :
    Prentice Hall, 1974.

WEINGAND, Darlene E.   *Marketing for Library and
    Information Services*. Norwood, New Jersey : Ablex
    Publishing, 1984.

WEINGAND, Darlene E.   *Marketing/Planning Library and
    Information Services*. London : Libraries Unlimited,
    1987.

WHITE, Herbert S. *Library Personnel Management*. White
    Plains, New York : Knowledge Publications, 1985.

WILSON, A. *The Marketing of Professional Services* New

York : Mc Graw Hill, 1972.

WILSON, Ian H., GEORGE, William R. and SOLOMON, Paul J. 'Strategic Planning for Marketers'. *Business Horizons* Dec 1978, 21, p. 65-73.

WINKWORTH, I. 'Marketing the Library'. *Assistant Librarian* Mar 1981, 74 (3), p. 42-44.

WOOD, Elizabeth J. 'Strategic Planning and the Marketing Process : Library Applications'. *Journal of Academic Librarianship* March 1983, 9, p. 15-20.

WOOD, Elizabeth J. with assistance from YOUNG, Victoria L. *Strategic Marketing for Libraries : a Handbook*. New York : Greenwood Press, 1988.

WOOD, Douglas. 'Improving Your Image : How to promote a Library on Information Service'. *ASLIB Proceedings* 1984, 36 (10), p. 401-408.

YORKE, David .A. *Marketing the Library Service*. London : Library Association, 1977.

YORKE, David .A. and COLLEY, D.I. 'Meet the Public : Public Libraries and Market Research'. <u>In</u> *The Marketing of Libraries and Information Services edited by Blaise Cronin*. London : ASLIB, 1982, p. 159-161. 1981.