

The Need to Promote Academic Libraries:

Comparing the University of Glasgow Library and the University of Malta Library's Marketing Strategies

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Contents

Abstract.....	5
Dedication	6
Acknowledgments.....	7
List of Abbreviations	8
Chapter 1: Introduction	9
1.1 Aims and Objectives.....	11
Chapter 2: Literature review and Background research.....	13
2.1 Defining Academic Libraries	13
2.2 Marketing of Academic Libraries	14
2.3 Defining Marketing	16
2.4 Customer care.....	18
2.4.1 Market segment of the University of Malta Library (UoML):.....	19
2.5 Why outreach?.....	20
2.6 The Outreach Department at the UoM Library	21
2.7 The University of Glasgow Library (UoGL)	23
Chapter 3: Methodology.....	25
3.1 Introduction	25
3.2 Justification of Approach Selected	26
3.3 Research on the UoML and the UoGL Staff	26
3.3.1 The Questionnaire	27
3.4 Circulation of Questionnaires	29
3.5 Timeframe to Collect and Analyze Data	30
3.6 Research Limitations.....	31

Chapter 4: Data Analysis	32
4.1 Analysing the Questionnaire Answers	32
4.2 Obserations – Overall Results	41
4.2.1 Marketing at the UoGL	41
Chapter 5: Conclusions and Recommendations	42
5.1 Definition of ‘marketing’, ‘customer care’ and ‘Outreach’	43
5.2 Establishment of a marketing plan for the UoML	44
5.3 Comparison of the UoML Outreach Department’s marketing strategy with that of the UoGL.....	45
5.4 Suggestions and Recommendations	46
5.5 Aims and Objectives.....	47
References	48
Appendix 1 - Questionnaire	53
Appendix 2 – General Information about the UoGL.....	54
New Services and Projects at the UoGL.....	55
History Pin	55
LibraryTree	56
E-Books and SHEDL	56
Multimedia.....	57
Self-return	57
Staff-led Library Tours.....	57
Reading Lists @ Glasgow	58
Website	58
Explore the Archives	59

Appendix 3 – General Information about the UoML Outreach Department	60
General Tasks	60
UoM Library Social Media Marketing Plan	61
Communication with support staff and academics	62
Communication with Student Organizations.....	62
Internal Communication	62
Designing Merchandise.....	63
Events.....	63
Library Week	63
Science in the City 2014 – EU Corner: UoM Library	63
Fresher’s Week	63
Breast Cancer Awareness Week	64
Open Access Week.....	64
Discover University	64
Library “Feel Good” Campaign	65
Subject oriented training workshops.....	65
Information Literacy Sessions in Junior College	65
Library Literary News	65
Marketing and Library services research.....	66
Appendix 4 – Social Media Marketing Plan for the Outreach Department at the UoML	67
Step 1: Choose your social network and create a brand	67
Step 2: Know your Audience	68
Step 3: Frequency of Post Vs Content of Posts.....	69
Step 4: Build a relationship with the audience	70

Abstract

This research study was carried out to identify the need for marketing in academic libraries with a main focus on Understanding the need for a marketing department at University of Malta Library and developing the Outreach Department's marketing strategy. It also includes a comparison between the University of Glasgow Library's and the University of Malta Library's marketing strategies to further identify any differences and similarities in this regard. The research followed a qualitative method of investigation and used a questionnaire as a tool to gauge the level of awareness of library staff from both libraries on marketing efforts. The results revealed several interesting points about the importance of marketing and communication in university libraries. In fact a common theme for this research was the imperativeness of communication between the library's patrons and its' staff. This study also proposes a somewhat basic definition of what an outreach office in an academic library setting should consist of and what skills should outreach librarians possess. These are primarily communication, marketing and customer care skills that complement one another. This implies that even the librarians who are not directly involved in marketing should have at least some level of knowledge about communication and customer care as to better serve patrons and promote the library's image as a whole.

Key words: Marketing, Communication, Customer care, Outreach, Academic libraries, University of Malta Library, University of Glasgow Library, Public relations, Promotion, advertising, Library services, Social Media,

Dedication

To my best friend, soul mate and life partner, who manages to support me through the good and the bad. Thanks for being there for me and giving me the strength and motivation to keep going forward and improve myself.

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List of Abbreviations

Abbreviation	Institution
UoG	University of Glasgow
UoGL	University of Glasgow Library
UoM	University of Malta
UoML	University of Malta Library

Chapter 1: Introduction

Gone are the days when libraries can simply open their doors and expect to be perceived as the number one option for information services. With fierce competition for resources and vast information available online, libraries are feeling pressured to blow their own horn (Kennedy Hallmark, Schwartz, & Roy, 2007).

In other words, Kennedy Hallmark stated that libraries, now, more than ever, cannot afford to be passive participants in the information market. With the rise of the Internet and Web 2.0 technologies, one can find readily available information with just a click of a button. This somewhat affected the academic library; thus to make itself visible, the library has to adopt different strategies to market its services to all university students. Since academic libraries spend a large amount of money on services, the use of good marketing tools is essential to justify its validity and the use of resources (Kennedy Hallmark et al., 2007).

To this effect, an Outreach Department was created in the University of Malta Library (UoML) in 2012; with a main aim to market the library's services. This was also a result of the decrease in the number of students utilising the libraries' resources. The UoML invests thousands of euros on subscriptions on online databases. It provides a vast range of online journals and articles that cater for all the subject areas being taught at the UoM. The Outreach Department's aim is to promote new services while assisting users in their search for information as well as tackling customer care issues. The department is responsible to identify gaps in the library services and provide ways for improvement and also to establish meaningful relations with the UoM patrons. Outreach services help to improve the library's image and to effectively communicate the library's mission statement; that is as an institution committed to support the University's teaching and research programs by providing adequate scholarly information resources, emerging technologies and user support services (University of Malta, 2015).

In 2011, Kristine Saliba, a librarian working at the UoML, conducted a short study about how the UoML markets its services. Saliba's research outlined the needs for the UoML to adopt more marketing based techniques for the promotion of library services. The research suggested the use of a marketing mix that takes into consideration future goals the library wants to achieve. Furthermore, it was concluded that by adopting SWOT and PEST analysis, an effective marketing plan could be drafted and implemented through the support of librarians specializing in marketing and promotion. Moreover, a review was suggested so as to measure the effectiveness of the plan and to improve future marketing campaigns. The use of online resources for marketing was also suggested. Websites and social media would help to bridge the gap between librarians and patrons while also serving as an effective means of communication (Saliba, 2011).

Presently the UoML has carried out no feasibility reports to measure the efficacy of the Outreach Department. To date, the only tools used to check if the promotion and marketing campaigns have been successful were the annual reports created by the Outreach Team. These reports contained statistics referring to the number of patrons attending library workshops and all the activities and projects that the Outreach staff has been involved in during the year. Subsequently, this research will provide a basic overview of how effective the Outreach Department has been so far. It will also provide insight into new areas of consideration or improvement.

1.1 Aims and Objectives

Defining between marketing, outreach and customer care, will help to identify the goals and objectives for the Outreach Department. Analyzing the role and purpose of the Outreach office will further prove the need for a marketing plan to target different market segments of the UoM community. This will ideally result in a marketing mix of tools used by the Outreach Department as suggest by Saliba (Saliba, 2011). The next step of this research is to compare the marketing mix adopted by the UoM Library and compare it with what is being done in a similar University Library in Glasgow.

The University of Glasgow Library (UoGL) caters for approximately 27,000 undergraduates (University of Glasgow, 2015), which is double than the number of undergraduates that the University of Malta Library caters for. Both the UoM and UoG share some similarities as to the research topics being taught on both campuses. For these reasons the UoGL will be compared to the UoML. This makes it easier to compare what both libraries do to promote their services, what strategies they adopt and what outcomes both libraries want to achieve.

With such study, the main aims that will be highlighted will be to:

- Identify and outline a definition of 'marketing' and 'customer care' and use it to define 'outreach' as a mixture of both.
- Establish a need for a marketing plan for the UoM Library that utilizes a mix of tools and a set of clearly defined goals within specified periods.
- Compare the Outreach Department's marketing strategy with that of the University of Glasgow Library.

Each chapter of this dissertation will focus on different elements that together make an effective marketing strategy. Chapter 2 comprises the literature reviewed and some background research on marketing with emphasis on academic libraries. It also includes other research and case studies carried out on marketing in academic libraries, and the importance of communication. Chapter 3 illustrates the methodology used by giving a brief description on each research method and justifies the method used for this study. Furthermore, it also explores the limitations of this study. Chapter 4 deals data analysis of the answers received from the questionnaire and thus conclusions derived from the participants' answers. Finally, Chapter 5 concludes the research by discussing the results from the data analysis and presents recommendations and suggestions for the UoML Outreach Department. Additionally, Chapter 5 discusses whether the aims and objectives set for this research were met and to what extend the Outreach Department at the UoML is effectively working towards such aims.

Chapter 2: Literature review and Background research

2.1 Defining Academic Libraries

Academic libraries usually form part of bigger organizations such as Universities. They do not seek to make a profit. Instead their funds and resources are geared towards providing information services to the University's community. Academic libraries primarily aim is to meet the needs of students and researchers by providing information resources adapted for this specific type of user (Kaur, 2009). Their services include providing patrons with a vast selection of literature, give information literacy sessions, and grant remote access to online databases and other useful online software. Consequently, academic libraries are the heart of the institution they represent.

Thrope and Bowman (2013) explained that as from the 1980s, librarians were already recognizing the need to adopt business concepts such as marketing benefits within their work. In order to maximize the full use of services, they discovered that it was not enough to attract patrons to get inside the library; they had to make customers aware of the services offered by targeting their different needs.

Wood (1983) and Conroy (1984) supported the adoption of strategic planning and marketing initiatives within libraries. Wood (1983) stated that "any of us (those in the library profession) who remain suspicious of or hostile to the idea of marketing libraries may not survive the mounting problems and pressures in our field of endeavor". Dragon and Leisner (1984) also encouraged the development of marketing programs in order to position the library in the minds of the public and gain recognition from the library's community. (Thorpe & Bowman, 2013)

Kies (1987), Leeburger (1982), Smykla (1999) and Weingand (1997-8) also believed in this “new and revolutionary approach” to marketing for libraries. All of them suggested that the library should adopt specific marketing strategies tailored for its different needs. This included planning strategically, using publicity techniques, market testing and auditing before implementing a new service, adopting a cost benefit analyses and developing excellent customer service units. Thus this “new approach” to academic libraries sways away from the traditional model of promoting existing services and it helps librarians to seek new opportunities to enhance or change the image and perception of their library. Ashcroft and Hoey (2001) illustrated how this development could only be achieved through a strategy that involved a marketing mix so as to target different segments of the market.

2.2 Marketing of Academic Libraries

In today’s digital age, many students conduct their primary research on the Internet. However, their research information needs may not always be successfully met due to the vast selection of information resources; thus might settle for resources, which are inferior and/ or are not authoritative. As a result, libraries seem to be in constant struggle to compete with the Internet and have to find ways to make students aware of their relevance even in this highly technological era. Herron (1997) argued that, due to the increase of a ... “competitive environment, our program services must be more marketing sensitive and purposeful today” (Herron, 1997). Coote (1994) also suggested that in today’s business environment, “Librarians who take marketing seriously will earn “street cred” in their organization (Coote, 1994). This “street cred” is important when libraries need to communicate with their patrons. Through effective marketing, the academic librarian can promote the resources available and users to what relevant information according to their research needs (Cox Norris, 2005). Cox (2005) continued to emphasize that marketing for libraries means; developing tools to determine what services users wants, in the form of surveys or feedback forms, etc... Then develop, package, and promote such services and resources in a way that will entice users to use the library effectively.

In the early 1970's, the term social marketing emerged to raise awareness of social issues and to encourage social change (B. Matthews, 2009). Matthews (2009) explained how with the evolution of the Web and particularly with the interactivity of Web 2.0, social marketing has morphed into a communication method rather than a description of the content. Cox (2005) provided an example of this by outlining that daily interaction at the service desks between library staff and users, which plays a vital role in marketing of the library. When librarians teach users how to use a service or resources, they are in essence promoting that particular service and the library itself (Cox Norris, 2005). Furthermore, Ashcroft & Hoey (2001) described these interactions as opportunities used to enhance or change the image, perception and status of the organization (Ashcroft & Hoey, 2001). Social marketing provides a platform for effective communication thus raises the profile of an institution - through the promotion of new initiatives, through a change or improvement of image (towards modern, dynamic, imaginative, fun, proactive) and through improving or enhancing customer service (Ashcroft & Hoey, 2001).

Brinkman & Weinstein, (2008) wrote about library collaborations with campus cultural events that get students, faculty members and administration staff involved as a community. These marketing activities that successfully link all stakeholders involved in one event that correlate directly with the image of the library, in order to cultivate awareness of new products and ongoing services. Brodsky, (2003) demonstrated how the Sonoma State University Library used campus newsletters, the student paper and the library website for an effective and successful marketing campaign. These examples further highlight the salient need for libraries to conduct SWOT analysis so that they can effectively examine their Strengths (internal), Weaknesses (Internal), Opportunities (External) and Threats (External) and subsequently determine the best ways to reach users and promote how their library services can meet every researcher's needs. (Smith, 2011).

2.3 Defining Marketing

Unfortunately, some still link marketing to selling and the pursuit of sales, rather than customer satisfaction (Gupta, 2003). Selling is only a part of the overall business strategy adopted to make a profit. Marketing is a mixture of principles that involves collecting information, planning, understanding customer needs, communication and forecasting new trends. For a non-profit organization such as a library marketing does not simply refer to the advertisement of its services.

According to the American Marketing Association, marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and the society at large (American Marketing Association, 2014). Marketing is further explained as the management process through which goods and services move from concept to the customer. It includes the coordination of four elements called the 4 P's of marketing:

- Identification, selection and development of a **Product**,
- Determination of its **Price**,
- Selection of a distribution channel to reach the customer's **Place**, and
- Development and implementation of a **Promotional strategy** (Business Dictionary, 2015).

However, in the case of academic libraries, Kotler's four Cs seem more relevant. (Mazur, 1991/1992). Product becomes the Customer, Place turns into Convenience, Price is the Cost to the user and Promotion translates to Communication (Ashcroft & Hoey, 2001).

Dr. Philip Kotler explained how marketing is the science and art of exploring, creating, and delivering value to satisfy the needs of a target market at a profit. Marketing identifies unfulfilled needs and desires. It defines measures and quantifies the size of the identified market and the profit potential. Moreover, it pinpoints which segments of the company are providing the best services and it designs and promotes the appropriate products and services accordingly. The marketing's key processes are:

- Opportunity identification
- New product development
- Customer attraction
- Customer retention and loyalty building
- Order fulfillment

A company that handles all of these processes well would normally enjoy success. But when a company fails at any one of these processes, it would not survive (Kotler Marketing Group, 2012).

In the context of an academic library, marketing refers to the high necessity to meet the user's needs, such as patrons, or the faculty (Lee, 1992). Marketing for academic libraries encompasses proactive and targeted communication strategies aimed at establishing an emotional and interactive connection with users (B. Matthews, 2009).

Academic libraries need to market their services not only to create more informed users but also to bring non-users into the Library, both physical and virtually (Cox Norris, 2005). Cox further explained that although users might be coming to the library; they might not necessarily use the resources or collections. Thus, libraries need to market their resources, collections and/or services, in order to motivate patrons to utilize them.

2.4 Customer care

Dr Kotler referred to Customer care as part of the customer retention and loyalty building process. It entails looking after customers and ensuring their satisfaction with one's business and its goods or services (Collins, 2015). Customer service is the act of taking care of the customer's needs by providing and delivering professional, helpful, high quality service and assistance before, during, and after the customer's requirements are met (Education Portal, 2015). In academic libraries, customers refer the patrons and the different users of the library.

It is important for libraries to have a good and solid understanding of their customers. Librarians should be aware that customers are not dependent on the library; but it is the library that depends on the customers (Kumar Das & Kumar Karn, 2008). Ashcroft & Hoey, (2001) emphasized the importance of communication and that it is a two-way process, which involves receiving information; acting on the received information and sending it, both internally and externally. Thus, allowing the librarian to clearly segment the market for a more effective communication strategy. Ashcroft & Hoey, (2001) referred to market segmentation as the process of looking at the whole community and breaking it down into more manageable, homogeneous groups i.e. market segments.

In the case of an academic library, the market segmentation should represent all the patrons that are part of the University.

2.4.1 Market segment of the University of Malta Library (UoML):

- Academics
 - Full-time
 - Part-time
 - Visiting Lecturers
- Support Staff
 - University Staff (Administration)
 - University Staff (Faculties and Departments)
 - Library Staff
- Students
 - Full-time
 - Undergraduate
 - Post-Graduate
 - Part-time
 - Undergraduate
 - Post-Graduate

2.5 Why outreach?

Outreach can be defined as the activity or process of bringing information or services to people (Merriam-Webster, 2015). It is somewhat similar to marketing and promotion, however, outreach deals primarily with a human-to-human connection by understanding the basics of consumer psychology. In fact, one can also refer to outreach as outreach marketing because it incorporates most of the marketing theory, however on a simpler scale. Outreach strives to simplify marketing by connecting with the consumers instead of imposing aggressive marketing campaigns at them.

Carter & Seaman, (2011) outlined how libraries support outreach for similar reasons – to reach out to their users; to encourage use of the library and its resources; and to promote a positive image on campus as well as in the community. Thus, they clearly linked outreach with both customer care and marketing of library resources. They further explained how outreach focuses on connecting with various groups in order to bring them together so that effective communication can happen not only between the institutions but also between themselves.

The difference between outreach and marketing is the campaign model approach. Outreach embraces relations with the consumer which allows for more than a “one and done” strategy (K. Matthews, 2015). Matthews (2015) explained how by focusing on both people who already utilize the services and people who do not, libraries would not alienate their loyal customers but improve on their services so as to better refine existing services. This plays well into the customer care aspect that outreach tends to deal with, that is, not only helping out when problems arise but helping patrons in every phase of their research.

Outreach can be seen as a mixture of marketing and customer care techniques to maximize communication with patrons. Communication is the key for effective outreach campaigns. Libraries that utilize a diverse mix of marketing tools together with the relationship-building approach provided by outreach will have a greater chance of cutting above the noise and provide patrons with a clear brand message from their library.

Library outreach is a vital and necessary exercise in order to maintain their relevance in a world of “competing information outlets” (Carter & Seaman, 2011). Outreach in academic libraries is rapidly changing to incorporate more technology and different media formats such as video to entice digitally native students to discover library resources via Web 2.0 social platforms like Facebook, YouTube and other mobile connections.

2.6 The Outreach Department at the UoM Library

The Outreach Department at the University of Malta Library (UoML) was created in 2012 with the aim to promote the library services and provide assistance to users. The Department is an extension of the UoML including a number of branch libraries. The UoML is a multidisciplinary library catering for all the courses offered by the University of Malta (UoM). Consequently, to meet with these needs effectively, the UoML has a number of branch libraries specifically catering for specific subjects and courses. These include the Health Sciences Library, located at Mater Dei Hospital, which caters for students and/or researchers who need medical or health related information; the Junior College Library, which supports pre-university students studying at the G.F. Abela Junior College; the University of Malta Gozo Campus, for students undergoing courses offered by the university in Gozo; the Valletta Campus Library situated at the old University campus in Valletta, catering for international and Masters of Arts students; the Law and Theology Library situated at the Faculty of Law and Theology; the Faculty of Arts Library specifically equipped to provide information related to humanities and arts; and the Bighi Library located at Bighi, which deals primarily with students studying archaeology, conservation and preservation. All of these branch libraries depend on the main campus Library especially when it comes to promotion and outreach.

The Outreach Department tries to balance awareness campaigns with events to holistically market the branch libraries together with the services they offer to identify target segments.

Former to the present Outreach Department, the UoML employed an outreach librarian, who explained that her aim was “to bridge the gap between the students and the library. This was carried out to promote the library’s numerous resources which facilitate the individual’s research in his/her area of interest.”(Saliba, 2011). The Outreach Librarian was also the chairperson of the Branding Committee before the official Outreach Department was created. The Branding Committee was responsible for creating and promoting the library’s brand image by participating in various events such as Fresher’s week and the University’s Open day. These events helped to promote the image of the library while also making the library visible amongst other university faculties and branches.

With the creation of the Outreach Department all the duties mentioned above were converged into the department’s aims. Together with the outreach librarian who was promoted to head of the Outreach Department, the UoML employed additional two librarians to help out with the workflow. During the first year of the department, training workshops about RefWorks and other library services were organized. Additionally, a number of library tours were scheduled for university students, and other activities including active participation during Science in the City, Fresher’s week and Discover University. Moreover, new services were introduced at the library such as HyDi, the library’s hybrid discovery tool, new online databases and the extended opening hours. Concisely, the Outreach Department was directly responsible for informing, training and promoting these services to university patrons.

Right after the second year, there were some changes in human resources and a new librarian was introduced to the team. With the appointment of a new head of the department, a more pro-active approach was achieved. More socially oriented events were organized such as health campaigns; online events; a social media-marketing plan was drafted and implemented; more activities and events have been planned across the year in collaboration with various student organizations while still providing training workshops, scheduling library tours and promoting library services. Outreach activities and projects continued to increase each year; however, no research was ever conducted to evaluate the Department's effectiveness.

Subsequently, this research project will use the history of the Outreach department and a qualitative approach analysis of what Librarians think of the department to reach a conclusion on the importance of outreach-marketing. Moreover, it will compare the outreach service at the UoML with that of Glasgow's university library; which will eventually shed light on the relevance of marketing in academic libraries.

2.7 The University of Glasgow Library (UoGL)

The UoGL caters for 27,000 students with a mixture of local and foreign students. A good number of students make use of the Library facilities both as a meeting place and for research and studying purposes. The Library does not include a specific Outreach Department; however every member of staff needs to act as a promoting agent. Additionally, they greatly rely on social media for marketing.

Social Media has become one of the UoGL's main means of communicating and engaging with students. With 3781 followers on Twitter, 7000 "likes" on Facebook, The UoGL set up an Instagram account – the first University Library in the UK to do so. To date, 1,458 followers have signed up since March 2014, with many students contributing images taken on campus.

Archive Services ended 2013/14 with 2,151 followers on Twitter with the number of tweets inflated by 65%. Use of Flickr has increased significantly with a huge boost in the number of images uploaded. The UoGL used it to promote projects, anniversaries and collections.

The UoGL has introduced a strategic approach in their social media activities and developed a content calendar to ensure that the Library is prepared for key events in the University calendar such as freshers' week and graduations. The Library has also ran a pilot set of tweets to accompany the History 1A course, which is a course offered by the UoG, to draw the attention of History students to the wealth of resources available on campus and to the Club 21 internships opportunities the Library provides (an internship program run by the UoG, offered to UoG students). This calendar also enables librarians to plan for and connect with external events and anniversaries such as the Commonwealth Games' baton relay, conferences, archive awareness campaigns and First World War commemoration activities across the UK.

Chapter 3: Methodology

3.1 Introduction

The research methods are namely quantitative, qualitative and mixed. These methodologies have their own specific characteristics and each can be employed according to the nature of study. Quantitative methods emphasize objective measurements and the statistical, mathematical, or numerical analysis of data collected through polls, questionnaires, and surveys, or by manipulating pre-existing statistical data using computational techniques. It can also be described as entailing the collection of numerical data, as exhibiting a view of the relationship between theory and research as deductive and a predilection for a natural science approach (and of positivism in particular), and as having an objectivist conception of social reality (Bryman, 2012).

On the other hand, qualitative research methods tend to be concerned with words rather than numbers. This usually is adopted in the form of an epistemological position described as interpretivist, meaning that, in contrast to the adoption of a natural scientific model in quantitative research, the stress is on the understanding of the social world through an examination of the interpretation of that world by its participants (Bryman, 2012).

Mixed research methods focus on research questions that call for real-life contextual understandings, multi-level perspectives, and cultural influences. This style of research employs rigorous quantitative research, assessing magnitude and frequency of ideas/theories and rigorous qualitative research exploring the meaning and understanding of such ideas/theories. This method utilizes multiple methods (e.g., intervention trials and in-depth interviews) and it intentionally integrates or combines these methods to draw on the strengths of each (National Institute of Health. 2015).

3.2 Justification of Approach Selected

For the purpose of this research study, a qualitative method was used since it was imperative to identify and outline the purpose of an outreach department in an academic library, through the library staff's opinion on the present service provided. These viewpoints had to be examined not only in the local context but also in a similar environment abroad. Consequently, the University of Glasgow Library (UoGL) was chosen as a comparison. The UoGL offers a proactive approach to library marketing and promotion of its library services both on campus and by effective use of social media.

3.3 Research on the UoML and the UoGL Staff

In order to define a basic common definition and understanding of outreach, a qualitative questionnaire was prepared. A questionnaire was more suitable to achieve the set aims and objectives of this study. This qualitative method of research primarily dealt with an in-depth understanding of human behavior and the reasons for such behavior, since it sought to observe, elicit and analyze personal opinions regarding outreach. The research focused on understanding the participant's idea of outreach in an academic library setting, and their awareness of any marketing or promotional campaign happening at their library. Additionally, in the questionnaire they were asked to provide their suggestions or any feedback they wished to put forward to the Outreach Department.

The questionnaire was sent to the UoML management, outreach librarians and selected library staff who used to work in the outreach department and/or are involved in outreach marketing campaigns on a regular basis. The same questionnaire was sent to the UoGL staff that is in charge of the marketing campaigns and the marketing of library resources in Glasgow. A personal visit to the UoGL was also conducted. This experience further contributed to evaluate in person, the marketing strategy adopted by the UoGL.

Informal meetings with librarians in charge of the different stages of marketing campaigns were held and this contributed to highlight the differences and similarities between both academic libraries. The efforts of both libraries were compared to outline the main tasks both libraries perform with regards to marketing and promotion.

3.3.1 The Questionnaire

The Questionnaire included eight questions; which were used to elicit responses about the nature of marketing in the context of academic libraries. The questions mainly comprised of open-ended or '*descriptive*' questions. It included questions demanding a definition for outreach; their opinion on what should be the outreach department's duties; the different methods of communication they use or would use with their patrons; and whether they were aware of their library's marketing campaigns. Moreover, they were asked whether they thought it was essential to employ specific professional employees on outreach services; on the effectiveness of outreach on the library's performance. Thus, the questions also illustrated how much librarians value marketing in their setting¹.

Questions 1 and 2 dealt with the understanding of outreach in a library context and its related duties. Thus, they were set to gauge the knowledge of the participants about their library's marketing campaigns and what their personal opinions of outreach are. These questions provided a foundation for a shared definition of outreach and how this was applied to the respective library's marketing efforts. The questions also gave an outline of what is understood by an Outreach Department.

¹ The full questionnaire is attached as part of the appendices and the end of this dissertation.

Question 3 inquired on the methods of communication used to reach library patrons. Therefore, it focused on how well the participants know their patrons and how they interact with them. Communication plays an important part in outreach and such a question provided a list of channels used by librarians to communicate with patrons. This question also aimed to provide information as to whom the librarians perceive to be their patrons and how they would utilize the idea of market segmentation with the marketing mix approach.

Additionally, question 4 asked the respondents whether they were aware of their libraries' marketing campaigns and what they entail. It also inquired on what they think about past marketing campaigns. This provided an understanding of how promotional campaigns are developed within a library and encouraged the participant to suggest recommendations and feedback. It also illustrated the importance communication between librarians themselves to organise outreach activities or events.

Moreover, question 5 explored the possibility of having marketing professionals working in the library environment versus training librarians instead. This question determined whether librarians think it is cost effective to train employees or hire new ones that are professionals in marketing. Some insight was also provided as to what librarians themselves prefer. Would librarians consider training on marketing and outreach or are they simply against the idea and prefer to stick to more traditional librarian jobs while marketing should be done by outside professionals?

Similarly, questions 6 asked librarians to gauge the direct effect that outreach has on the Library. This provided an understanding of what the participants personally think is the actual effects of outreach in general.

Finally, questions 7 and 8, which were solely asked to the UoML staff, dealt with an understanding of the Outreach Department of the UoML. The responses provided an insight into the effectiveness of the Outreach Department so far and contributed to some recommendations and/or suggestions for improvement.

3.4 Circulation of Questionnaires

The questionnaire was sent to the participants through email. Additionally, the UoGL informal interviews were conducted in person and thus personal observations of how the UoGL conducts marketing campaigns were also carried out. These observations were used together with the results from questionnaire and the data collected was analyzed and discussed in Chapter 3 of this long essay. This eventually helped with extracting conclusions, suggestions and feedback for the Outreach Department of the UoML.

3.5 Timeframe to Collect and Analyze Data

The questionnaire was sent in the beginning of March (Monday 2nd March 2015) and all answers were collected by the end of March (Friday 27th March 2015). Following, in April I visited the UoGL from Monday 30th March till Friday 10th April. During my visit I was given a tour of the library and had a meeting with the Library's Marketing officer. I was shown various marketing programs such as the promotion of e-resources, reading list tool, social media promotion and the use of the Glasgow Library mobile phone application – Librarytree.

The questionnaire was sent to a number of participants sampled using a mixture of Purposive sampling and Diversity sampling. Purposive sampling means the study of a particular group of people. In this case, the most important part is identifying the opinions and reactions to outreach of librarians working in an academic library setting such as a University Library. Diversity sampling allows for specifically seeking the differences sub-groups might have regarding outreach and the tasks involved (Laerd dissertation, 2012).

The answers collected from the questionnaire were stratified in different groups. This method allows for classifying different individuals into homogeneous subgroups and then compare the similarities or differences more objectively (Laerd dissertation, 2012).

These subgroups were divided as follows:

Job title

- Library Manager
- Assistant Librarian
- Library Assistant

Place of work

- Malta
- Scotland

This classification facilitated the comparison between the answers and assisted to objectively identify common themes and ideas; thus the results could be laid out more effectively.

3.6 Research Limitations

This research had several limitations. The limitations were primarily due to its small sample size. It was not possible to get the opinion about outreach and marketing of every member of staff. For this reason, a few individuals were selected from different departments and different grades to provide an average opinion using the proposed questionnaire.

Another limitation was that the comparison between the UoGL and the UoML mostly focused on the marketing aspects. In fact, several other factors might affect the marketing elements of both libraries. These factors include lack of human resources, which limit the ability of a library to perform or plan marketing campaigns. Another limiting factor might be planned events on campus from other faculties or the University without communicating with the Library. This undermined the ability of marketing librarians to be part of a University calendar of events or plan effectively the library's own calendar of events. Other factors are related to finances and cultural shifts. Lack of finances are an obvious factor that will have a huge impact on marketing as most managers will prioritise operational budgets over promotions and marketing. Cultural shifts in the patrons means that the library will have to be extremely flexible to create appealing campaigns in order to attract the attention of such patrons. However, due to the nature of this short study it was not possible to analyse all the variables in question in too much detail.

A greater depth of information could have been gathered if the questionnaire was part of a private interview so as to guarantee a more personal experience and elicit more in-depth and honest answering of the questions asked.

Chapter 4: Data Analysis

4.1 Analysing the Questionnaire Answers

Q1. What do you understand by outreach in a library context?

Q2. What do you think are the duties to be performed by the Outreach Department of an academic Library?

Most respondents acknowledged the fact that outreach is a difficult concept to define. One of the UoML managers stated:

“‘outreach’ means different things to different patrons and non-patrons, both as individuals and as groups; it can be seen as any service or activity by the library which tries to attract patrons and non-patrons to become interested in using carefully and effectively the library and its services and facilities.”

However, library managers from Malta and Glasgow identified the key aspects of outreach such as marketing, promotion and communication of library services with different target groups. On the other hand, library assistants from both libraries focused more on the support element that outreach provides. This can be seen as the customer care side of outreach. For instance, one of the UoML Library assistants stated: *“Outreach is the department that students reach out to when they find themselves in difficulty”*

A high percentage also described the Outreach Department’s duties to be directly related to an effective use of communication. Both for promotion and marketing but also for answering queries and dealing with problems patrons might have. As a result, outreach also acts as *“a primary intermediary between the people and the library.” (UoML Assistant Librarian)*

“Outreach is all about creating a bridge between the Library as an entity beyond books and its patrons, whether they are students, researchers or academics.” (UoML Assistant Librarian)

“Outreach could also include any interaction with library users even within the building, eg when a student asks a question or needs help, or when publicising new services or resources.”
(UoGL manager)

Some of the duties and responsibilities of the Outreach Department singled out from the questionnaire were:

- Training workshops
- Marketing of library collections, resources and services
- Communicating with students, academics, administrative staff and library staff
- Identifying users’ needs and bridging the gap between expectations and reality
- Liaising with the academic staff to fine tune library services
- Research what other libraries are doing and what is happening in the information management field in general
- Deal with questions and provide support to library patrons
- Manage social media technologies and websites
- Organise and/or host events/exhibitions at the library or participate during events organised by other university or national entities

Something to point out is the fact that the UoGL does not have an Outreach department nor library staff with marketing skills. However, all participants identified what outreach entails and how important it is as a marketing, customer care and communication’s department that an academic library desperately needs. Most of the participants emphasised the importance of communication. A need for communication can be identified with marketing and customer care as tools to interact with the library patrons. This was also evident in the literature reviewed where Matthews (2009) emphasised the importance of creating proactive and targeted communication strategies to interact and meet users’ needs.

Q3. What methods you use or would use to communicate with the Library's patrons?

A common answer for this question was social media and emails. Most participants suggested a combination of conventional communication tools such as direct face-to-face meetings, individual/personal attention and word of mouth promotion, together with innovative and creative new technologies. These include notice boards, blogs, promotional materials/marketing campaigns, notices on social media, sending emails to patrons and other new communication technologies. An interesting aspect of communication highlighted by one respondent was the use of workshops as a means to communicate and/or teach users on library services.

Furthermore, communication was also given some degree of importance in this question as it was outlined that two-way communication provides:

“Feedback of all sorts from patrons, which is paramount since this provides interaction between the patrons and the Library in general, particularly through the Outreach Team. It is through feedback and communication where accurate decisions are made by the Library and resources are allocated and sustained accordingly.” (UoML manager)

This also supported what Brodsky, (2003) stated about the Sonoma State University and their use of campus newsletters, the student paper and the library website for an effective and successful marketing campaign.

Q4. Are you aware of the library marketing campaigns? What is your opinion on these campaigns and what do they entail?

All the UoM Library respondents were aware of the marketing campaigns organised by their respective Library. Thus this indicated that the Outreach department was succeeding in effective communication with both its patrons and the library staff.

A UoML manager stated:

“Outreach Librarians are being highly visible with users’ via training workshops, one-to-one instructions, events and organized activities.”

Another UoML manager pointed out that:

“Marketing campaigns like the ‘Feel Good Campaign’, and ‘Breast Cancer Awareness’ show that the Library is not just a place to study, but also to make patrons visit and approach the Library more often.”

“Had these not been strategically planned in advance (referring to Library-introduced services’ campaigns) and advertised aggressively within specified timeframes there would not have been the results we have today”

Positive comments were made about previous campaigns but an interesting point brought forward by a UoML assistant librarian was that sometimes such campaigns:

“only preach to the converted. They do not draw new users to the Library, but only serve to enhance the current users’ interest in the Library.”

Therefore, these answers emphasised the importance of creating a balance between campaigns targeting library patrons who make use of library services (customer retention) and campaigns aimed at making other market segments aware of services or the library in general. The Library needs to have multiple strategies to approach the different target groups. All these strategies aid in increasing the visibility and profile of the institution while providing the Library with important data for future events and campaigns.

The librarians from the UoGL were aware of their library campaigns through the use of social media. This showed the effective use of social media to promote and communicate with different market segments and further emphasised the comments by Cox (2005) that social marketing has morphed into a communication method rather than a description of the content.

"I am aware of marketing campaigns in our own Library and other academic Libraries / Librarian's that I follow on social media." (UoGL library assistant)

The responses proved how communication was also the key to effective interaction with the library staff. This was also evident in the literature reviewed where Ashcroft & Hoey, (2001) explained how it is equally important to listen to the responses from library staff and to act accordingly. Consequently, the staff would be aware of what is on offer, as well as, how it works and appreciate how effective communication can help to promote the library's services benefits to the user.

Q5. Should libraries employ a person specializing in marketing or promotion to help in the library's marketing strategy? or should libraries train librarians in marketing or promotion?

Mostly suggested that ideally, every Librarian should promote his or her library, either when answering queries or helping students in different departments.

"I believe every library staff member should be involved in marketing the library to all our users, but I do think that a member of staff with specialist training in marketing could really help make sure our campaigns were appropriately targeted and effective." (UoGL manager)

Then again, all librarians from Malta and Glasgow agreed that there should be at least a person with marketing qualifications and a marketing background to guide other librarians into effectively creating a cohesive marketing strategy for the whole library.

The issues related with such a question are directly related to finances and resources, which the library might or might not have available.

However, the common answer in this regard was that if funds are available the library can only benefit from employing a professional in marketing to help out the Outreach department. If on the other hand funds are lacking, the better option is to train existing librarians in the field of marketing and promotion. People qualified in librarianship will be able to adapt their knowledge and skills into a marketing perspective.

“I think that recruiting a marketer would definitely be beneficial for the Library and its marketing strategy. Nevertheless, owing to the fact that financial resources are always restricted, the Library should invest and train its staff to carry out these tasks.” (UoML manager)

“Not certain that a full-time position is required by the Library, but it should be person(s) who understand the Library and how it operates & have access to institutional marketing resources/expertise.” (UoGL library assistant)

This balance between a marketing professional who is also a librarian with marketing skill or qualifications, was also suggested by B. Matthews (2009). He added that this way there would be a proactive and targeted communication strategy aimed at establishing an emotional and interactive connection with users.

Q6. How do you think outreach affects the overall library performance and the provision of services to its patrons?

UoML assistant librarians had this to say:

“I believe it is crucial as it can have an impact on student and staff perception of the library, which in turn makes people more/less likely to engage with us.”

“Outreach affects the Library performance by making sure that Library information & news are disseminated across all Library staff members. In this way staff members are aware of what’s happening in the Library and can provide correct information to the users in their respective departments.”

“I think the outreach department is vital for the performance and provision of services.”

The answers from this question all highlighted the importance of the Outreach department either as a marketing or communication department with elements of customer care, that further help to disseminate and promote the Library and all of its services and resources. Surprisingly, all respondents identified the importance of such a department and all stated similar comments:

“Without it, it would be more difficult in making library’s services more visible to students.”
(UoML library assistant)

This also implied that librarians from both the UoML and the UoGL agreed with Kumar Das and Kumar Karn (2008) that customers are not reliant on the library but it is the library that depends on the customers.

Q7. How has the Outreach Department at the UoM Library affected the overall Library's performance, image, communication and services?

Q8. What suggestions would you give to the UoM Library Outreach Department to further improve its services?

The responses for this question were quite positive for the Outreach Department. Participants had positive feedback for the outreach team and their work. Most answers acknowledged the changes in patron's attitudes since the creation of the department. Furthermore, most Librarians who took part in the questionnaire noted an increase in awareness and visibility of the Library as an institution and the services it provides.

"The outreach team is showing good results and being on the forefront of every new library initiative. This helps in giving a good image with patrons, academics and the general people, on a global scale." (UoML manager)

"Outreach must also make sure that repetition is avoided and that it endlessly tries to reinvent the mechanism of communication with Library patrons." (UoGL library assistant)

"Regarding services I don't think one can add a lot more since it is quite professional. A suggestion I would give would be to relocate the office and make it more central and easy for patrons to find." (UoML library assistant)

"Always ask for feedback." (UoML assistant librarian)

"All of these are affected positively since now there is more awareness of the Library when it comes to academics, administrative and staff. This shows particularly in the large amount of bookings for training workshops." (UoML assistant librarian)

This showed how the UoML Outreach Department brought information and services to the people (Merriam-Webster, 2015). It also provided evidence for libraries to support outreach librarians and/or departments in a continuous effort to support initiatives that reach out to users, encourage the use of the library resources and promote a positive image on campus as well as in the community (Carter & Seaman, 2011).

4.2 Obesrvations – Overall Results

4.2.1 Marketing at the UoGL

There are no marketing professionals at the UoGL and no one's job is primarily to promote library services. A committee made up of members from different areas of the Library tackles the marketing side of the Library. This is very similar to the Branding committee the UoML used to have.

This committee meets roughly every month to discuss new campaigns, social activities and events, brochures and leaflets, posters for onsite campaigns, acquisition of freebies to be used during campaigns and anything that can relate to the promotion of specific library services such as surveys and feedback from students. Social media is also a part of the UoGL marketing tools. Customer Services staff who are also members of the marketing committee use the social media tools as a direct communication tool with the students.

The UoGL does not operate on an outreach model for their marketing. Instead of embracing relations with the customer, as suggested by Matthews (2015), and adopting more than a “one and done” strategy, the marketing at the UoGL is uncoordinated with the rest of the library and the overall campus life.

Chapter 5: Conclusions and Recommendations

Communication is a worldwide issue and the UoGL is not immune to it. It was not uncommon to find staff members not aware of new services or of on-going campaigns at the library. Communication should be a two way street and not just between staff members but also between management and staff. Both should be able to listen to each other and delegate work accordingly. At the UoGL it seemed to be a bit harder as there was no one working mainly on marketing. Conversely, at the UoML, there was a whole department to tackle marketing and promotion of library services – The Outreach Department. Furthermore, this department is staffed by three Librarians, who manage to balance communication, marketing and customer care duties between on a full-time basis.

Nonetheless, some of the UoGL marketing campaigns seemed to be very successful with students and academics; however some challenges were evident. The fact that all the staff involved with marketing, had other vital duties at the library, they found it difficult to plan a campaign on a long-term basis. Sometimes they had to prioritise other tasks instead of working on marketing campaigns. In addition, most of the librarians that eventually helped with marketing campaigns, except the committee members, did that on a voluntary basis.

“It has become harder and harder each year to find librarians willing to help out in promotional campaigns. On top of that, the people who want to help are usually not very good when it comes to approaching students and engage with them on new technologies. This makes it very hard to find the right people to help us out” - Librarian on the UoGL Marketing Committee

Another observation from this research study was the fact that the UoGL did not have a written marketing plan. This was somewhat similar to the current situation at the UoML. There is no overall goal to achieve with review periods and aims to work towards to.

Additionally, the UoGL Marketing Committee was delegated to promote library services with an emphasis on the online services, such as e-books, digital resources, the mobile website of the UoGL, Enlighten (the UoGL Institutional Repository) and other library services. Thus this did not provide a clear direction to the committee, which had to find the right time to market the right service to the right audience.

Therefore, there was a lot of trial and error at the UoGL when it came to marketing. However, they still had effective marketing campaigns. They made use of a number of attractive props to promote the library services and also used direct email to inform academics about specific services. The UoGL social media platforms were also very useful for librarians to communicate and interact with students. Twitter seemed to be more popular for the UoGL, which was the opposite for the UoML where students preferred Facebook as their social network.

Most members on the UoGL Marketing committee expressed their concerns for the future of marketing and promotion at their library. Almost all committee members agreed that the library needed to hire a marketing professional or at least have library staff full time on marketing and promotion/outreach.

5.1 Definition of ‘marketing’, ‘customer care’ and ‘Outreach’

From the research results it was noted that not all respondents had clear understanding of marketing and of what outreach entailed. However, those that were knowledgeable on the subject illustrated how outreach could be a combination of both marketing and customer care. Having both aspects of marketing and customer care under one department ensured that the institution communicates in the same tone, which is extremely important when it comes to the Library building brand recognition. This was particularly evident at the UoML with most librarians identifying a link between marketing and customer care through the use of effective

communication. Both respondents from the UoML and the UoGL emphasised the importance of communication. For instance, the UoML Outreach Department had to be primarily a hybrid communications office integrating marketing and customer care skills to facilitate interactions and promote dialogue between the Library and its patrons.

5.2 Establishment of a marketing plan for the UoML

A common theme within this research was that most institutions and librarians believe that there was a need for a marketing person at the library. Some argued that this person should be qualified in marketing and/or have work experience in the field of promotion. Others both from the UoGL and the UoML, suggested training existing librarians in the subject of marketing. The latter combining both the knowledge of library services with some basic knowledge of marketing and promotion to build a relationship between the library and its patrons.

Some of the Librarians from the UoGL complained that they did not have time to assess the effectiveness of their marketing campaign and/or events. This created a problem because it did not allow for feedback for future events. An essential part of marketing is research. Market research, identifying needs and trends from specific target audiences, identifying activities, tools, strategies and looking at case studies, are very important if an institution wants to market itself successfully. As a result of marketing research, one becomes more capable to choose appropriate marketing techniques (Kassel, 1999)

These problems relate directly with both Libraries not having any written marketing plan to guide librarians with promotional campaigns. Eventhough the UoML Outreach Department received positive feedback on its marketing campaigns, it still lacked in having a written marketing plan that integrated the library's remit with the overall vision of the University.

The next step for the UoML Outreach Department is to develop and implement a marketing strategy with highlighted goals and objectives within specific time periods. This plan should also have check points to continuously assess the progress and allow for flexible adjustments to the overall plan. A marketing plan with specific goals, objectives and activities will help oneself stay focused on specific tasks one can accomplish within a defined period of time. (MacKellar, 2008)

5.3 Comparison of the UoML Outreach Department's marketing strategy with that of the UoGL

At the UoGL there was no marketing strategy. Their Marketing Committee identified possible events that the library could use for promotion but there were no overall goals to achieve or strategies to adopt. Nonetheless, the UoGL was very interactive with its patrons on social media like Twitter.

Conversely, the UoML Outreach Department although not having a written marketing plan, had somewhat managed to define a set of goals each year outlined by the outreach librarians themselves. These goals were also tied to the calendar of events. These goals helped to set parameters for review by the department and the UoML management.

An overall comparison showed that the UoML considering its size, limited resources and number of patrons that it caters for, was doing a better job at communicating with its targeted audiences. However, the UoGL was still doing well and it kept itself attractive to patrons for instance they refurbished some areas, and included open access, special collections and also introduced a library app. The only problem was that the UoGL Librarians had to tackle marketing as a secondary priority and this impacted their activities and overall promotion of library services. In contrast to the UoML, had three librarians working full-time on the many aspects of marketing and customer care, the UoGL had a marketing committee and a separate customer care team.

5.4 Suggestions and Recommendations

The Outreach Department as evidenced by the Questionnaire was doing a great job of balancing marketing, communication and customer care for the UoML. However, there is always room for improvements and fine-tuning.

Some Suggestions and recommendations could be as follows:

- Create a Marketing strategy/plan. Taking into consideration the UoML goals and blending these with the overall UoM strategy. The plan should include review periods for feedback and adjustments to new trends or issues.
- Continue to develop a solid channel between the UoML, the academic community, and the students at the UoM, staff working with the UoM and also Library staff, and other organisations working with the same goals/vision of the UoML.
- Develop a strategy to interact more with the student patrons of the Library, especially by utilising the social media. This includes researching new ideas for events, services and tools the UoML can use to communicate with its target audiences.
 - Other social media should be explored such as Instagram, Twitter and Linked In. All of these different social networks provide alternative access points to specific target audiences who might not be familiar with the current social media platforms that the library is using.
- Organise more events and activities targeted towards a balance between library visitors (who are aware and already utilise the library resources) and potential library patrons (who might not be so informed about what the library offers).
- The UoML should offer more training opportunities to its staff especially on specific areas such as marketing and communication skills for the outreach team, customer care skills for the service points personnel and other related training.
- Developing an app and/or make sure that the library electronic resources are smartphone compatible. In this day and age, the UoML services have to be accessible from various mobile devices, Tablets and smart phones.

Academic libraries face different challenges than private institutions when it comes to marketing. This is because the academic library's environment is not a profit making one but a user centered service provider. Hence, the UoML's marketing ethics are more user-oriented. This focuses most marketing techniques on communication between library users and stakeholders (Saliba, 2011). A library can have the best intentions to market itself, but unless commitment is made, it is hard to find the time necessary to market well. (Cox Norris, 2005).

5.5 Aims and Objectives

Overall, the data collected from this research provided enough evidence to support the aims of this study. Consequently, the main objectives of this analysis were also practically accomplished, since the data collected provided and observations collected all point towards concrete and realistic recommendations and suggestions.

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Appendix 1 - Questionnaire

*My name is Ryan Scicluna and I am employed as a library assistant at the University of Malta Library. Currently, I am attending a two-year diploma course entitled, **Diploma in Library and Information Studies**. As part of the course the students are required to submit a long assignment about a particular subject relating to library and information studies. My research is titled: **Understanding the need for a marketing department at University of Malta Library: Developing the Outreach Department's marketing strategy**. My research includes comparing what foreign libraries are doing to market their services with what the Outreach Department of the University of Malta Library is doing. For this reason I am compiling a list of questions that will help me understand what people think of outreach and marketing for libraries and what it means to have an outreach office in an academic library. Therefore I kindly ask your help to provide me with this information by filling in the following questionnaire.*

- Q1. What do you understand by outreach in a library context?*
- Q2. What do you think are the duties to be performed by the Outreach Department of an academic Library?*
- Q3. What methods you use or would use to communicate with the Library's patrons?*
- Q4. Are you aware of the library marketing campaigns? What is your opinion on these campaigns and what do they entail?*
- Q5. Should libraries employ a person specializing in marketing or promotion to help in the library's marketing strategy? Or should libraries train librarians in marketing or promotion?*
- Q6. How do you think outreach affects the overall library performance and the provision of services to its patrons?*
- Q7. How has the Outreach Department at the UoM Library affected the overall Library's performance, image, communication and services?*
- Q8. What suggestions would you give to the UoM Library Outreach Department to further improve its services?*

Appendix 2 – General Information about the UoGL

The UoGL has 12 floors, which are manned by an average of 200 employees working at the Library. The 12 Levels are zoned in red, amber and green, for silent, quiet and group study. In the Green zones - Group Study, which are Levels 2 and 3, one is allowed to study both privately or in groups. Patrons are allowed to have food and drinks in there.

The Amber Zones - Quiet Study - Levels 4 to 7, one is allowed to bring drinks in sealed containers, study individually and have conversations in a whispered volume. Students are not allowed to talk on mobile phones, eat food and work in groups in these zones. In the Red Zones - Silent Study - Levels 8 to 11, only individual silent study is allowed and drinks should be in sealed containers.

No group study, conversations, food and talking on mobile phones is allowed in the Red Zones. Level 8 includes also an Annex, which is a tech-free zone where the use of laptops, mobile devices or other technologies is not allowed. There are 8 group study rooms in the library, on levels 4, 6, 8 and 9. These rooms need to be booked from the Welcome Desk on level 2. There are also 5 group study rooms in the Postgraduate Study Space on level 5 which can be booked by postgraduate students only via the Welcome Desk.

New Refurbished areas at the UoGL

During the summer of 2014, Level 3 was refurbished with the introduction of a café within the Library premises. The area provides a continuation of the “social learning” environment already established in the café area. Consistently busy since it opened, the area is very popular amongst the students, with excellent feedback on the Library’s social media sites.

A key feature of the refurbished Level 3 is the High Demand Collection encased within an attractive glass box in the center of the area. The new High Demand Collection contains approximately 17,000 books for course works and reading lists that can be borrowed for 4 or 24 hours.

Three new spaces in level 3 have also been created. These are:

- The LearnLab - a computer and teaching lab;
- The TalkLab - a meeting room which can be used for small conferences, talks and presentations
- The LoungeLab - a comfortable seating area overlooking the Fraser Building and MacMillan Reading Room used by patrons for reading and resting

New Services and Projects at the UoGL

Facilities, Collections & Library Research Annex (LRA) student numbers have increased significantly over recent years, with the number of visits to the Library in 2013-2014 peaking at just fewer than 1.9 million. This is an increase of 44% in the past five years and 9% on 2012-2013 figures. Throughout that time, the Library has been responding to demands on space for increased amount of PCs and less traditional Library activities. The students' emphasis was on flexibility and spaces for group and collaborative and social study, as well as separate designated areas for researchers. Combined with a decline in the number of loans for physical books, these factors have resulted in pressure on shelving, and untenable shelf occupancy figures. Library staff has been working throughout the year to implement the Collections Task Force Strategic plan 2013/2014 in order to alleviate these issues. The Facilities Team worked hard to resolve snagging issues throughout the Library, such as faulty lifts and blinds. These issues have a significant impact on students' satisfaction therefore the speed with which they are dealt, and the ways in which they are communicated are very important.

History Pin

Graduate trainees from Archive Services worked on a pilot to experiment with the use of HistoryPin as an additional social media channel. HistoryPin enables students to share images and use the location and date of each image to "pin" it to Google Maps. The pilot project used images from the William Fulton Jackson photographic collection, which documents the life and travels of an Edinburgh Edwardian family. As well as containing thousands of photos, they are also captioned, giving information about the date, location and identities of people within the image. A second tour has shared images of Clyde shipyards and ships, pinned to their locations along the Clyde.

Additional to the library's own social media activity, the UoGL have actively supported the UoG's Communications team with material from the Library's own archive collections for the UoG's social media platforms. In particular, the Library has provided images for the regular 'Throwback Thursday' on the UoG's Instagram account.

This has proved very popular with followers and images regularly receive hundreds of "likes" by an audience, which are primarily current students and recent graduates.

LibraryTree

The LibraryTree project launched in Autumn 2014, aims to increase engagement with Library users by harnessing some of the techniques from gaming, rewarding elements of library behavior and making interactions with the Library more fun. By logging on to the LibraryTree website, students can gain points and badges for using the library building, borrowing and returning books, accessing an e-resource or sharing a review of material they have read with friends and classmates. Information can be shared via computer or mobile app. This is a joint project with University of Manchester. Both libraries have been working together with the team of developers to deliver bespoke versions of the software at each institution. It is the library's intention to investigate whether early engagement with LibraryTree can have a positive impact on library use throughout a student's academic course.

E-Books and SHEDL

Another project that the UoGL has worked hard on is e-books. At the UoG, there was a high demand for e-books of all sorts, together with the online journals and databases. The library offers a wide collection of e-books for students to access. The e-books project is an interesting one as it deals with publishers on a national level, to provide e-books to most higher education institutions in Scotland at the best possible price as a coalition, instead of having individual institutional subscriptions. A coalition of these higher education institutions (18 + the National Library of Scotland) called SHEDL (Scottish Higher Education Digital Library) met up and through collaboration and combined purchasing power created tender documents that were sent to the major e-book publishers that most institutions were already subscribed to through third party aggregators. The need for such coalition arose due to several limiting factors that aggregators were putting forward for these institutions. This resulted into SHEDL achieving a shared digital library in Scotland with easier access to online content to support research and learning and teaching.

In 2013-14, e-book numbers continued to increase with a 4% rise in purchases from the previous year. Students and staff are making good use of the titles available, with a very encouraging 70% rise in use compared to 2012-13.

There was a significant SHEDL journal activity in 2013/14, with a number of new deals agreed and existing deals re-negotiated: Web of Knowledge, Times Digital Archive, JoVE, Karger, ACM, ASME, Brill, Project MUSE and Social Sciences Directory. Portico and Intellect deals were not taken forward by SHEDL, although Glasgow renewed independently.

In an effort to reduce administrative burden and ensure timely publisher payment, SHEDL agreed to pilot a single early invoice model whereby JISC invoice institutions for all agreed and pending SHEDL deals for the coming year in mid-August, thereafter paying publishers directly as each deal comes up for renewal. The single payment model was discussed during 2013/14 for implementation from 1st August 2014.

Multimedia

A Multimedia group has been set up, committed to moving towards streamed content. The group has made a good start, with a new subscription to BoB (Box of Broadcasts) a shared online off-air TV and radio recording service with over 1 million programmes, for UK Higher and Further education institutions.

Self-return

Self-return was implemented for Main Library stock using two existing main collection self-issue machines. Self-return for the main collection proved extremely popular, with 134,573 (31% of total) items checked in since August 2013. The implementation of self-return allowed the Library to permanently close the internal book drop, redeploying staff from checking in books to supporting the self-service machines and guiding students on how to use them best. These improved self-service measures signaled a successful step towards a more flexible environment where students can access more facilities out-with staffed service hours.

Staff-led Library Tours

Library Services have implemented regular staff-led Library tours, available to any member of the Library. Tours are available 3 times a week, including an evening slot to allow flexibility for part-time students, subscription and corporate members and those unable to make it into the Library during the day. Bookings are managed using Eventbrite (an online software used for online bookings hosted on a third-party website), advertised on the Library homepage and through social media. Initial uptake was modest – 14 tours in a six-week period, but the Library intends to promote these more actively for the coming session. This service enhancement has received very positive feedback from tour participants.

Reading Lists @ Glasgow

Acquisitions & Access continued to offer a full complement of support to meet the needs of academic staff throughout 2013/14, including a list creation service, offered for those who do not wish to add the list to the system themselves, training sessions and support thereafter for academics to take over ownership of lists.

Promotion of the service has continued with a range of options being offered to academic colleagues. One to one sessions including setup and instruction on using the service, departmental overviews and open drop in sessions have all taken place throughout 2014. Promotion of the service is more focused on the information literacy support that Reading Lists @ Glasgow provides alongside the library link and ease of use. This has the potential to aid student engagement and retention while enhancing overall experience of the administration of academic course delivery. Promotion for the 2014/15 sessions will be given a huge boost through promotion of the service in relation to disabled students, ensuring their needs are met. An email has been sent to all deans, which included information about Reading Lists @ Glasgow. This email urged staff to engage with Reading Lists to ensure material was available in the library to assist all students. At the time of writing there were 313 live lists on the system. The library has been responsible for creating around 230 of those during the last 18 months, which shows that staff engagement/academic ownership of reading lists on the system is beginning to increase. There was a considerable rise (21% in August-September) in course material orders early in the financial year due to the increase of online reading lists through the Reading Lists @ Glasgow service. The procedures for the review of lists on Aspire have proved successful and the new service standards have been consistently met, providing academics with an excellent service. This has been done while maintaining the quick turnaround on orders throughout the year.

Website

The Web Group has been tasked with improving the user experience on the websites and social media platforms to maximize user engagement. Fully responsive templates have been introduced including a simplified homepage, which showcases the new Collections section. The information sections for students, staff, subscription members and visitors were completely reviewed and updated. This work was formed by the implementation of a new information architecture, which was supported by extensive user testing to enhance users' experience. There has been a 40% increase in traffic to the Library website since August 2013. The Library has also seen heavy traffic to Enlighten and the Theses Service, which passed 1m, and 1.5m downloads respectively.

Explore the Archives

As part of the UK wide Archives and Records Association's Explore Your Archive campaign, the Library asked students, academics, researchers and public users of the archive collections to share discoveries and favorite stories from the collections to inspire others to explore the archive. 10 posters were produced, which were tweeted along with items from the collections.

Appendix 3 – General Information about the UoML Outreach Department

General Tasks

On a daily basis, every member of the Outreach Team is responsible for answering or forwarding queries received by email or the phone, about the Library and the services provided. Another major task of the Outreach day-to-day duties is organizing HyDi, RefWorks and OAR@UoM training workshops. Each month a new timetable is being uploaded on the Library website. The workshops are open to UoM students, academics and support staff. Outreach is also organising one-to-one sessions for patrons who are unable to attend scheduled workshops or have specific queries that workshops do not cover.

An integral part of the Outreach work is planning and organising various events, designing posters, leaflets and bookmarks, collaborating with the Library Social Events Team and other organisations. For this reason, the Outreach Team is in constant communication with other staff members, developing new strategies to promote Library services and market Branch Libraries.

Apart from organising the events, Outreach is also responsible for keeping the Library website up to date. One of the tasks for the year 2014, was converting all the Power Point presentations found on the Library website into the Prezi format. This gave the presentations a fresh and more interactive look.

A major project for 2014 was the implementation of the Institutional Repository (IR) - OAR@UoM. Outreach organised a number of training and awareness sessions for Academics, support staff and students. This was followed up by Open Access Week, which added another layer of promotion for the IR.

3.3.2 Training Workshops

One of the main tasks of the Outreach Department is to provide training on HyDi and RefWorks. Requests for the sessions are usually sent to the Outreach Department by the academic staff. After obtaining all necessary details, such as the subject of the session, number of attendees and the course name, one of the Team members books an IT Services Lab and confirms the availability for the lecture with an academic.

Outreach Department regularly updates the Training Workshops section on the Library homepage. This page markets all the workshops the Library is currently organising and is updated monthly.

Workshops are organised on different days and times each month in order to accommodate students' needs. Such workshops are aimed at undergraduates, postgraduates, academics and support staff. The Outreach receives the bookings, sends acknowledgements and also reminders for the sessions a few days before. Workshops timetables are also sent to the administrative staff every month who forwards them to students. Another way of promoting the workshops is creating colourful posters and uploading them on the Library Facebook page. Through these various means, the Department tries to reach out the largest audience possible to raise awareness about this added Library support.

Apart from the training workshops, the Outreach Team also receives an amount of requests for one-to-one training. In most cases, the reason behind such requests is that students would have already attended a training workshop and would like a revision or that some students do not have slots in their timetable, which match the Training Workshops online timetable. One-to-one training sessions can be easily tailor-made for a particular student's needs.

UoM Library Social Media Marketing Plan

The Outreach Department is responsible for keeping both Facebook and the UoM Library website up-to-date. In November 2014, the Outreach Departments implemented the Social Media Marketing Plan for the UoM Library Facebook page. The reason behind it was to develop and evaluate different marketing strategies for the Facebook promotion. The plan was implemented on Monday 17th November 2014. The factors observed were the number of Likes, shares, comments, clicks on the post, total reach and the increased, if any, number of likes of the Library's Facebook page. It has been decided that each day of the week will feature different content, except Saturdays and Sundays where posts from the previous week will be shared again. The set time for the posts was 10:00 a.m. however content was shared at a different hours. (See Appendix 4)

Communication with support staff and academics

The Outreach Department is responsible for the communication with support and academic staff. This happens mostly via emails, which are sent on a regular basis in order to keep users up-to-date with what is happening at the Library.

Communication with Student Organizations

The Outreach Department is in constant communication with various student organizations. The department sends emails regularly to promote workshops, current events, etc. This helps to build better relationships between the Library and student bodies.

A member of the Outreach Team has been invited to attend the meeting between education officers organized by KSU (Kunsill Studenti Universitarji). During the meeting, the education officers brought forward certain suggestions, which the Library could improve or help with. These include:

- Introducing a group study area at the Junior College Library
- Turn-it-in awareness sessions
- Library Loans extensions for students who graduated but are starting a new course next year (more cooperation between Library and AIMS)
- Suggestion for specific scientific journal subscriptions

Student Organizations are encouraged to participate and form part of the events organised by the Library. A good example of the collaboration between the Library and students organisations is the Breast Cancer Awareness Campaign where the Malta Health Student Association and Malta Pharmaceutical Students' Association set up a stand in front of the Library to distribute pink ribbons and take pictures with various informative banners. These photos were later linked with the Library Facebook account, which made the Library Facebook page more visible within the students and the University patrons.

Internal Communication

Communication with staff members is an important aspect of the Outreach day-to-day duties. Outreach sends internal emails to all the Library staff members about events taking place at the Library and the services offered. Outreach is also collaborating with the Library Social Events Team on various events like e.g. the Bake Sale. Members of the L.S.E.T. together with Outreach help disseminate the monthly Foodletter.

Designing Merchandise

As a Department, which one of its main tasks is to market the Library and its resources throughout the whole year, several leaflets, bookmarks, roll ups and other merchandise material has been created and printed in order to market the services. New designs for Library t-shirts were also created. The librarians used T-shirts during the Fresher's Week on Campus and at the Junior College. The front of the t-shirts presents the slogan *Keep Calm and ask a Librarian*, which was printed in three different colour versions: blue, red and green. The back of the t-shirt presents the *Knowledge, Support, Innovation...* logo.

Events

Library Week

During the month of April the UoML organises Library Week. During this week an exhibition is hosted and other events are organised to promote the library as a hub of knowledge but also as a space for students and patrons to relax and meet with fellow students. Library tours aimed at UoM patrons and secondary school students are organised to showcase the library collections and other services in different contexts; as current UoM students and also prospective UoM students.

Science in the City 2014 – EU Corner: UoM Library

Science in the City takes place during the month of September. The Library annually takes part during this national event. In previous years, the EU-Library Corner mostly dealt with children and crafts, however in 2014 the UoM Library decided to opt for a different direction. The Library decided to incorporate scientific research in a Pop Cultural context. Since the UoM Library is an academic library it provides a solid platform for research, however, it also supports creative and innovative integration of study and recreation.

Fresher's Week

Fresher's week is always the most important event of the year. Usually occurring in the beginning of October, this event is aimed at new UoM students to familiarise themselves on campus and learn about the different faculties, services and spaces on campus. The focus for the Library is always to project a positive image of the Library so as to be able to inform students of the many resources available to them.

University patrons are approached by librarians and informed about services provided, however, every year the UoML always tries to tie in a competition for students who speak to librarians. This encourages interaction between students and librarians and opens up new channels of communication for the Library. Freebies, supplied by the many databases the library is subscribed to, are also distributed to students together with Library merchandise and sponsored products.

Breast Cancer Awareness Week

In 2014, the Outreach Department together with the Library Social Events Team organised a Breast Cancer Awareness Week during the week between 13th and 17th of October. On the last day, Friday 17th October all Library staff members were encouraged to wear something pink in order to promote breast cancer awareness. On the same day the Malta Health Student Association and Malta Pharmaceutical Students' Association promoted breast cancer awareness in front of the Library by handing out information flyers, brochures and encouraging women to do medical checkups at least once a year after a certain age. The Outreach Department created an online event on the UoM Library Facebook where information about breast cancer was posted every day. With the combination of both online and onsite promotion the event turned out to be a success.

Open Access Week

In order to complement the implementation and launch of the Institutional Repository - OAR@UoM, it was decided that the Library should take part in the Open Access Week. This is a European event, which highlights the benefits of Open Access publishing. The Library organised Awareness and Training sessions about OAR@UoM open to the University patrons. During the sessions, OAR@UoM promotional material was distributed such as notepads and bookmarks. An online event was created on Facebook. Each day information and videos about Open Access were posted online and shared on the Library's page.

Discover University

Annually, the UoM organizes an open day where faculties and University institutions are open to the public. This event is called Discover University and it takes place in the month of October or November. The Library always takes part in such an event and annually organises several activities, which turned out to be very popular with the public visiting but also with the Library staff as well. One of such activities is the annual Library Bake Sale. The UoML Staff baked all sorts of sweet and savoury goodies including cakes, muffins, cupcakes, brownies and more. The stand is placed outside in front of the Library building. Each year money collected from this Bake Sale is given to a different charity institution in Malta.

Library “Feel Good” Campaign

In 2015 the Outreach Department launched a “Feel Good” campaign across the University. During the extended opening hours (Exam period), the Outreach department created “Free Compliments” notices where students could take several compliments and share them between themselves. These were placed across the Library in heavy traffic spaces. The messages also had the Library’s email address on one side to help increase awareness of the Library’s commitment to help students when they encounter any difficulty regarding Library matters. This campaign proved to be very popular with students and helps to create a positive environment for students during one of the most stressful months in their student lives.

Subject oriented training workshops

The Outreach Department also works on subject oriented training workshops for specific groups of students that are offered as an addition to the monthly workshops timetable. These sessions are tailor-made for various courses (medical students, law students, art students etc.) in order to accommodate their needs. Usually, when an academic is booking the session for his/her students, the Outreach Department prepares subject related keywords and shows students from where they can access proper material, however, not all the academics are organising these types of sessions for their students. This way, Outreach targets more students and raises awareness about services offered.

Information Literacy Sessions in Junior College

The Outreach Department prepares and organises Information Literacy presentations for Junior College students. The presentations are discussed with the Systems of Knowledge (SoK) lecturers from Junior College and are given once a year to SoK students at the beginning of their scholastic year together with assistance from the Junior College Librarians.

Library Literary News

The Outreach Team came up with a new initiative for the year 2015 to send a monthly email with links to informative material pertaining to libraries. This is a good way for the Library staff to be updated in what is going on in their profession and motivate UoML staff to come forward with ideas and feedback about the Library.

Marketing and Library services research

The Outreach Department constantly keeps up-to-date with relevant research and studies about marketing, especially targeting library services in academic settings. This research helps to improve current marketing goals and campaigns. Other methods of research used by the Outreach Department are:

- Training Workshops feedback form
- Analysis of queries received my email
- Surveys
- Common questions from research points (FAQs)

Appendix 4 – Social Media Marketing Plan for the Outreach Department at the UoML

Step 1: Choose your social network and create a brand

For the UoM Library the FaceBook page and the official websites are the only social media presence on the net.

The Website is used to post official notices and news directly related to the Library. These vary from Training Workshops notices to particular events related to the library.

The FaceBook is used as an indirect way to communicate with students and for the Library to make an online presence as a dynamic institution within the University of Malta.

The Library's mission is to support the University's teaching and research programmes by providing adequate scholarly information resources, emerging technologies and user support services. As a customer-oriented and service-driven organisation, the Library is actively committed to teach users how to identify, locate, evaluate, use and synthesise information as the pivotal element of a knowledge-based society which is an asset for the prosperity of Malta's intellectual and economic growth.

To accomplish its mission as the information centre of the University, the Library strives for excellence to:

- acquire and provide information resources which could be accessed physically and virtually;
- extend the best customer service towards all Library users;
- cater for the current and future teaching and research needs of patrons;
- ensure the most effective use and dissemination of available information resources;
- maintain a professionally trained Library staff to help promote its services effectively;
- provide a supportive environment which is conducive to innovation and creativity, and which stimulates teaching, learning, study and research;
- provide instruction in information retrieval;
- liaise and collaborate closely with all stakeholders;
- serve as a centre for life-long learning by developing and enhancing the information literacy skills of patrons;
- stimulate continuing professional development, independent and self-directed learning both individually and collaboratively;
- support freedom of expression.

Keeping all that in mind there are two distinctive strategies that would benefit the Library's mission:

1. Academic information – relating to library services, UoM courses, events happening on campus, etc...
2. Literacy information – Book reviews, literary information, prompting the fun side of Libraries, etc...

This will shape the brand recognition of the Library as an academic library and also a hub for patrons to interact.

Step 2: Know your Audience

The UoM Library market segment can be divided as follows:

- Academics
 - Full-time
 - Part-time
 - Visiting Lecturers
- Support Staff
 - University Staff (Administration)
 - University Staff (Faculties and Departments)
 - Library Staff
- Students
 - Full-time
 - Undergraduate
 - Post-Graduate
 - Part-time
 - Undergraduate
 - Post-Graduate

The most active segment is of course the students' segment. This requires a varied strategy to always keep them interested in the FaceBook page. However, none of the other segments must be forgotten.

Different posts must be posted during different times in order to effectively target a selected segment. This correlates directly to content, because to keep everyone interested it should be varied content and posted regularly.

Adopting the 2 strategies mentioned above we can cater for most of our segments by simple scheduling posts in advance and planning at least 4 months ahead. This will give us the flexibility to adjust accordingly if any important events or activities crop up during the planned months. This will also reflect the semesters of the patrons as well giving both the website and the Facebook page resonance with the intended targets.

Step 3: Frequency of Post Vs Content of Posts

Identifying which posts work best and when is a bit tricky. Through experimentation, trial and error, however, we can come up with the best time to post by using our social network insights offered by Facebook. The best time will be the time in which the post reaches most people.

As for content this can only be evaluated by monitoring how the users interact with the posts. Linking and sharing is one way of identify if a post or its content is popular. Also commenting and/or tagging people in a post also help to identify topics of interest.

Unfortunately this can't be said for the official Library website as we do not have access to the insights of the webpage. This should not affect the marketing strategy as on the website all official and important notices will be uploaded. What can be done is constant links between the Website and the Facebook page. When an important notice is posted on the website, the same notice is posted on the Facebook page, not necessarily instantly but depending on when the post will reach most people.

When it comes to content, the Facebook page can be the perfect platform for:

- UoM Library Website posts
 - Timetable of workshops
 - Notices
 - Info relating to the Library (such as opening hours, special events, etc...)
- News and Opinions
 - News items relating to libraries, books, education, universities, literacy, etc...
 - Using user's opinions and experiences - polls can be used to create an interactive way for users to help create content for the page
- Review
 - Books - International and Maltese
 - E-book readers
- Other content can include
 - Research items
 - Lists of interest
 - Quotes
 - Reading challenges
- Promotion of other Facebook groups
 - University Pages
 - Student groups
 - NGO's

Content can also be shared from other sources onto the Library's page thus gaining visibility through other organization's pages.

When it comes to content, commitment is key. In order to have an effective plan one must stick to what he/she planned. For the Library's Facebook page the Outreach team must decide who will be in charge of what so that different time schedules can be agreed upon. This will make sure that there will always be something going on, on the Facebook page regarding content. When it comes to posting one can always schedule posts in advance. Before scheduling, however, an excel file should be created and links or content should be first reviewed together. This will reduce the risk of duplicate content on the page. Each day something new can be posted at different times.

Every 4 months an assessment of the effectiveness of the posts should be carried out for the constant optimization of the page.

Set a benchmark. After two weeks or a month of sharing, we can go back through our stats and find the average number of clicks, shares, likes, and comments per post. This'll be our benchmark going forward. We can come back and update this number at any time as our following and influence grows.

Test something new. Try new content and/or frequencies of posts

Did it work? Check the stats from our test versus the stats of our benchmark. If our test performed well, then we can implement the changes into our regular strategy. And once our test is over, test something new!

Step 4: Build a relationship with the audience

Once an effective posting strategy is found, it will be very easy to cultivate a relationship with the audience, as we now know what they expect from the page. Thus we can cater for their demands on our own terms. This will be very useful when it comes to the promotion of event or services the Library would want to market. Having an interactive approach with the audience will allow them to share our posts and this will increase the visibility of the page.