

MARKETING STRATEGIES FOR LIBRARIES

STRATEGIC MARKETING & COMMUNICATION

WHO IS TELLING YOUR STORY?
IS ANYONE LISTENING?

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NH Library Trustees Association



If a tree
falls in the forest,
does it make a sound?



If you remember nothing else...


- **Tell your story or someone else will.**
- **Serve your stakeholders what they like to eat for breakfast.**
- **Strategic marketing is more like a daily practice than rocket science.**



What is a strategic marketing & communication plan?

- A tool to build relationships with others and achieve organizational goals
- A reflection of how you will communicate –
 - ▣ what you'll say, to whom, when, how, and evaluation
- A guide for daily decision-making, planning, resource allocation, and evaluation
- A tool to prioritize work or activities





**You may or may not
choose to follow the plan,
but know why you are or
are not.**

So what is so strategic about it?

- Intentional
- Integrated
- Consistent
- On-going
- On-message
- Visible
- Multi-media
- Embraced
- Evolving
- Measured
- Evaluated
- Responsive
- Authentic



What might get in the way?

- Resources – human and financial
- Attitudes
- Experience
- Expertise
- Audience/message mismatch
- Organizational culture
- Organizational priorities



Relationships are based on trust

- Individual
- Nuclear Family
- Extended Family
- Close friends and associates
- Clergy, doctors and counselors
- Newspapers, direct mail and Internet
- Mass media: radio, TV, cable



Branding – Building Trust

- A brand is
 - ▣ A shortcut for making a decision - Starbucks, Kleenex,
 - ▣ A promise of an expected benefit or the value you provide
 - ▣ Logical and emotional

- A brand is not
 - ▣ A vision statement
 - ▣ A logo or tagline



Branding – in practice

□ STRATEGICALLY DELIVERED ACTIVITIES

- Customer Service
- Constituent & Direct service
- Volunteers
- Workshops & In-services
- Conferences & meetings
- In-house publications
- Professional or audience-focused publications



Shape Perceptions & Motivate Action

- Tools to Build Your Brand
 - Signage
 - Social Media –
 - Face book/Twitter
 - Web
 - BLOGS, opinion pieces and editorials
 - News and feature stories
 - TV/Cable Programming
 - Direct Marketing



It starts with ...

Mission.....

Goals.....

Values.....



Inventory

- ❑ Where is your library's mission statement?
- ❑ Does your mission guide your library's goals?
- ❑ Is it reflected in activities and resource allocation?
- ❑ Are your values in sync with your activities and tools?



Strategic Marketing & Communications Plan

- Reflects library's vision, mission and organizational values
- Roadmap to achieving your goals
- Integrate brand's themes and messaging



Elements of a Strategic Plan

- Identify target audiences and stakeholders
- Assess resources
- Conduct research
- Develop messages
- Establish performance measures and ROI
- Write work plan
- Produce materials/launch activities
- Evaluate
- Adjust plan



We've done that already.....

“...It's extremely difficult to introduce vital new knowledge when everybody assumes s/he already knows all that needs to be known.”

*Lee Thayer,
Communication and Communication Systems*



Conduct research

- What do you need to know?
- What is the best way to find it?
- Research tools
 - ▣ Selected performance benchmarks
 - ▣ Google Analytics/Face book Insights
 - ▣ SWOT analysis
 - ▣ Surveys & Focus groups
 - ▣ M-B-W-A
 - ▣ Competitive analysis



From *NH Library Trustee* Newsletter

- Branding evidence: how you serve, improve and promote NH's libraries
- Need to know's: Interlibrary Loan Van Update
- Professional development – i.e., elevator speech, information age, recruiting trustees
- Member updates and awards
- Programs and initiatives: i.e., One City, One Book

You can't walk a mile in someone else's shoes until you take off your own shoes.

John Powell S.J.

"Will The Real Me Please Stand Up?"

"The greatest compliment that was ever paid me was when one asked me what I thought, and attended to my answer."

Henry David Thoreau



What do your stakeholders eat for breakfast?

Identify target stakeholders

- Who are they?
- How and where do they get information?
- What are their expectations, values, goals?
- What is your competition?
- What do they see in you?
- Who do they talk to?



Environment Scan

Assess resources and organizational climate

- Mission vitality
- Budget
- Staffing
- Tools/services/activities
- Good will & reputation
- Existing partnerships
- Competition



Where's the beef – and your mission?

- Analyze research and scan results
 - ▣ Anything missing?
- Is there evidence of your mission?
- Are you working toward your goals?
- Do your activities and tools reflect them?
- Is the budget aligned to support them?
- Circle back to the mission
 - ▣ Are your values in sync with your activities tools?



The reason you don't understand me Edith is because I'm talkin' to you in English and you're listening in dingbat!

Archie Bunker, *All In The Family*



Develop messages

- Connect your library's goals with
 - Audience (language, tone, interests, location)
 - Research results
 - External environment



Performance Measures ~ ROI. . . .

- What are you trying to do?
 - ▣ Positioning, members, participation, funding?
- Performance measures
 - ▣ Attendance/participation
 - ▣ Volunteers
 - ▣ Posts/comments
 - ▣ Number of callers
 - ▣ Success advocacy on issue
 - ▣ More or less of something

Performance Measures ~ ROI. . . .

- It is the ROI that matters –
 - Quantifiable measures of what works
 - not likes or history
 - Net Revenue minus cost = ROI
 - (The higher the ROI the better)
- Revenue: Money in or not spent
- Investment of resources (Cost):
 - Printing, staff time; consultants, IT time



Return on Investment

$$\text{ROI} = \frac{(\text{NET Gain from Investment} - \text{Cost of Investment})}{\text{Cost of Investment}}$$



Write work plan

- Timing is everything – what will you say when?
- Where? Multiple media
- Details matter
- Plan B
- Establish quantifiable goals
 - ▣ Posts vs. Comments
 - ▣ Membership
 - ▣ Participation
 - ▣ Column inches
 - ▣ Response rates



Communication – activities & tools

- Events and programs
- Stakeholder, Media and Public Relations
- Partnerships
- Advertising
- Social Media
- Direct Marketing
- Publications



Stakeholder Relations

- Internal audiences
 - Who are they?
 - What would you communicate?
 - What do they need?
 - Who should provide it?

- External audiences
 - Who are they?
 - What would you communicate?
 - What do they need?
 - Who should provide it?



Partnerships

- Leverage budget and message
- Explore shared activities
- Explore shared resources - web links
- Complement efforts
- Maximize resources



Advertising

- What is it?
- Where is it?
- Why do we advertise?
 - ▣ Short-term ~ Long-term objectives
 - ▣ Educate/inform
 - ▣ Call to action
 - ▣ Building name recognition
- TV/Radio/Print/web/social media
- Return on investment



Advertising.....

- Market research – before and after
 - ▣ Tracking/Coding call to action
- Be clear:
 - ▣ Goals/expectations, budgets
 - ▣ Target audiences
- Sales reps as consultants
- Optimize market reach
- Rate Cards
- Evaluate program



Different strokes for different folks

- Who are you talking to?
- How do you know they are listening?
- Target placement and message
- Forbes vs. Bedford Bulletin
- Aqua Teen Hunger Force



Social Media

- Engages with your audience
- Creates a sense of community
- Cost effective Return on Investment (ROI)
- Social Media - Bigger than you think

- <http://www.youtube.com/watch?v=sIFYPQjYhv8>
- http://www.youtube.com/watch?v=xK_E0iiMC18&feature=channel

- <http://socialnomics.net/2009/08/11/statistics-show-social-media-is-bigger-than-you-think/>



Social Media

- ❑ Create your plan reflecting your goals, branding
- ❑ Connect with your audience – relevancy, benefits
- ❑ Be consistent with posts – frequency matters
- ❑ Two-way engagement, FAQ's, images, links, be interesting
- ❑ Use proper English and no abbreviations
- ❑ Pick only social media tools you can do well



Social Media

- Have a social media policy
 - Purpose
 - Administrator(s)
 - Rules of Engagement
 - What to post -- what not to
 - Tone
 - Clarity about when messages will be deleted
 - Emergency/Crisis Situations protocol
 - Interactions with users (friends/friends sites)

Direct Marketing

- Goal
 - ▣ Member recruitment, promotion
- Investment/Budget
- Audience
- Nurturing Databases – how much do you know
- Content/Format/Printing
- Reply options -- (ROI)
- Email or USPS-bulk



“Publications”

- Newsletters
- Web
- Face Book
- Posters
- Flyers
- Proposals
- Training materials
- PowerPoint templates



Publications

- Define purpose(s)
 - ▣ To influence, educate, motivate, improve image, persuade, thank, build community, solicit media coverage, but K-I-S-S

- Define audience(s)
 - ▣ Demographics, education level, interest, motivation, primary vs. secondary audiences

- Define Tone
 - ▣ Conservative, stylish, cost conscious, upscale, casual, formal

- Editorial Posture
 - ▣ Advocating, objective, predicting, personal



Produce materials and launch activities

- Consistent organizational branding
- Connect materials with organizational goals and resources
 - ▣ Consider audience(s)
 - ▣ Consider how do they get information
- Cost/investment analysis



Ongoing Activities

- Collaborative activities (links on others' sites)
- Proactively engage media
- Identify and train spokespeople and champions
- Build stakeholder partnerships
- Be mindful of internal communications
- Explore new options
- Develop crisis management plan
- Evaluate and adjust



Where is the horse?

- Effective crisis management = preparation
- Reflect organizational mission & values
- Develop plans based on your experience
- Create crisis management response team
- Planning – be prepared
- Never lie
- Prepare background documents/press kits
 - ▣ Backup communication tools and resources
- Be prepared to manage backlash



The greatest problem in
communication is the illusion
that it has been accomplished.

Daniel W. Davenport



Evaluation

- Analyze Results – Check the numbers
 - Posts vs. Comments
 - Participation/patrons
 - Calls
 - Fundraising
 - Column inches
 - Response rates
- Is the rubber on the road?
 - A call to accountability



Adjust plan ...

- Respond to today
- Review organizational mission and goals
- Adjust goals and activities for tomorrow
- Realign evaluation measures
- Recycle through the process



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Questions?

Thank you.

