

Marketing for non-school libraries
A guide to an essential management activity

Department of Education
Queensland

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Managers only get credit for two things: innovation and marketing.

- Peter Drucker

Marketing is so basic that it cannot be considered a separate function within the library. Marketing is a central dimension of the entire library. It is the entirety of the library's operations and services seen from a point of view of its final result, that is, from the customer's point of view.

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What is marketing?:

Marketing non-school libraries is not simply a matter of promoting a service. It is an essential management activity which requires development of a marketing strategy which is in accordance with the objectives of the Department. It is its focus on the client as opposed to a focus on the product that distinguishes marketing from other management orientations. Marketing consists of the *creation* of a need, or at least of the awareness that there is such a need, but it is important that any marketing effort should clearly indicate what the services the library provides are in order to avoid creating unrealistic expectations in the minds of users.

The steps involved in marketing are

- identifying client needs
- developing a service or product to meet those needs
- deciding how the product or service is to be made available given the objectives of the organisation
- communicating and promoting the service or product
- making the product or service conveniently available
- ensuring that the customer is satisfied with the service or product

In other words, marketing cannot be carried out as an ad hoc activity. It requires a strategic approach to analysing the market and ensuring that services and products are tailored to the needs of the market. Purposeful activities must be planned to develop fruitful relationships with clients and potential clients and to communicate to them the benefits they will receive from the library's services and products. Those plans must be implemented and control exercised over the quality and effectiveness of the planned activities. All of these activities have one purpose: *achieving Departmental and Library objectives.*

Marketing relies heavily on designing library services and collections in terms of the target markets' needs and desires, and on using effective pricing, communication, and distribution to inform, motivate, and serve these markets.

Why non-school libraries should adopt a marketing approach

In order to meet its objectives a public sector organisation must convert its resources into an offering relevant to its market. Marketing, with its emphasis on meeting user needs and adopting an overall systematic plan to meet library and Departmental objectives, can help libraries operate more efficiently, provide collections and services that will better satisfy clients, and attract more resources, be they users, supporters or funding dollars.

Since the services offered by non-school libraries have already been paid for, the aim must be to maximise the take-up of those services to ensure the greatest cost-effectiveness. In the non-school library context use of effective pricing, communication, and distribution to inform, motivate, and serve the library's markets means reducing client costs of using the library, informing clients about the libraries services and collections, and motivating clients to use the library's collections and services.

A marketing strategy is needed because:

- The market in which non-school libraries operate is constantly changing.
- There is a need to inform existing and potential users of the totality of information available, particularly as new sources of information are continually becoming available.
- Competition for attention in the marketplace is high, causing services available in non-school libraries to be overlooked by potential users.

Although parts of the marketing strategy might be concerned with short term goals such as a promotion campaign, the main objectives of adopting a marketing strategy for non-school libraries are longer term:

- To improve awareness of non-school libraries and the value of information to individuals, units and the Department.
- To increase the number of users who visit the library to find information for themselves.
- To promote more effectively those resources in the library which have potential for greater use.
- To concentrate on specific groups of potential users who, at present, make little or no use of the library.

Type of orientations possible in marketing

There are a number of orientations a library can exhibit towards marketing:

A production orientation: a library with a production orientation feels that its major task is to efficiently produce or distribute its collections and services, however this may be at the expense of client convenience or satisfaction.

A sales orientation: a library with a sales orientation feels that its major task is to stimulate the interest of potential clients in the library's existing collections and services.

A product orientation: a library with a product orientation feels that its major task is to develop a collection and provide services that are 'good' for its clients, thus it focuses on producing 'quality' collections and services rather than collections and services that is fit for the client's purpose.

A marketing orientation: a library with a marketing orientation feels that its major task is a multifaceted one: to study client needs, wants, preferences and satisfaction levels; to redesign all elements of its collections and services that are not satisfactory; to

appropriately distribute these products; to ensure that the benefits which clients gain from use of the library and its services outweigh the cost to clients of using them; and to communicate their value to customers. A marketing orientation recognises the value of increasing efficiency, of producing quality collections and services, and of stimulating the client's interest in the library's collections and services, but not at the cost of user needs.

The market-centred library

The core logic of a function-centred library is provided by the function performed inside the organisation rather than the markets being served, while the core logic of a market-centred library is provided by developing competencies and structures which relate to the market's dominant logic.

Function-centred

- *Focus on what is done (tasks)*
- *Input orientation*
- *Concern for efficiency*

Market-Centred

- *Focus on results produced*
- *Output orientation*
- *Concern for effectiveness*

1. *FUNCTION-CENTRED VS MARKET-CENTRED ORGANISATIONS. Most libraries lie somewhere along this continuum.*

Services Marketing

Much of the marketing literature has a product focus. Product marketing, while it meets the needs of manufacturing and sales organisations, does not translate directly into the service environment. There are three characteristics of services which make them much more difficult to deal with than products.

- Services are intangible. They are activities rather than physical objects and generally cannot be measured, tested, or verified before they are consumed.
- Services are heterogeneous. The consistency of the service can vary depending on the performer, the customer, and the environment.
- Production and consumption of services often occurs simultaneously, making them inseparable. This is especially true of library services such as reference service where there is a great deal of interaction between the customer and the service provider.

In marketing services, certain principles apply:

- The quality of the actual service is inseparable from the quality of the service provider. Service quality is the foundation of services marketing. The textbooks stress the four Ps of marketing - product, place, promotion, and price - but in a service business, such as a library, none of this works very well without a Q - for quality.
- Service marketing and service operations must be closely interrelated. Marketing in a non-commercial environment is complex because the service 'product' tends to be intangible. The client does not always take a physical object away with him at the end of

the transaction and cannot own the service that is provided nor the expertise of the service provider.

- The quality of the actual service is strongly dependent on the manner and form of delivery. Because production of services often happens simultaneously with consumption of those services, the service provider is important in the overall quality of the service, however, dependence on the service provider also results in variability of performance.
- The closer the integration between service and client, the more effective the service becomes. Service quality is the foundation for services marketing because the core product being marketed is a performance, and service reliability - performing the service dependably and accurately - is the core of services marketing excellence. The performance is the product; the performance is what clients 'buy'.
- The quality of the actual service may sometimes be measured by the amount of competitive advantage it gives the client and/or parent organisation. The client is strongly influenced by the image of the service. Because the client seeks to benefit from the process, the immediate impact of the 'image' being created is as important as how the service is delivered.

In order to ensure success, non-school libraries must keep existing clients and develop new clients. This requires libraries to align marketing with customer service and quality management and to avoid over-emphasising transactions at the expense of the relationship between the library and its customers, suppliers and other key markets.

Both getting and keeping customers requires continuous improvement and innovation. We need a tighter focus on the diagnosis and analysis of customer expectations and customer satisfaction, customer complaints, and internal staff communication.

Target markets

Target markets are small homogenous groups of potential clients with common information needs. Although it may seem that the process of targeting calls for the library to segment its market into manageable pieces, a better approach is to look for already existing segments. Within the Department, segmentation by purpose of use has been endorsed by Executive Management Committee (See Appendix I)

Other methods of segmentation which may be appropriate to use in conjunction with purpose of use are:

- **Geographic characteristics**
most relevant are the ability to travel to a library and the distance that must be travelled, however all non-school libraries also serve remote clients and therefore segmentation must include those remote clients.

- Behavioral characteristics
these are those that describe the extent and type of a client's past use of the library or of specific collections or services.

Massey¹ used five market groupings, of which three are applicable to non-school libraries and fit very well into a purpose-of-use segmentation:

- the searchers - users oriented toward completing a specific project
- the toilers - users who routinely need specific information or materials
- the uninformed - non-users or infrequent users who are unfamiliar with library services, and who may be intimidated by library staff

In order for marketing to succeed, effective two-way communication between the library and its targets must occur.

The structure for non-school libraries adopted by Executive Management Committee and endorsed by the Public Sector Management Committee in 1993 recognises that the Department's libraries all share in access to the marketplace, that is to the pool of potential users and are all responsible for bringing in clients to the group as a whole. The Department's non-school libraries are not in competition with each other.

Marketing mix

The 'marketing mix' is a term used to identify the essential components of successful marketing: Product, Place, Price and Promotion, and Quality.

Product

The library must identify its product, describing its features and benefits to the client. A product-analysis approach to evaluating a library's collection, for example, involves four separate tasks:

- identifying currently owned items that are heavily used
- identifying currently owned items that are lightly used or not used
- identifying items that are not in the collection but are desired by clients or potential clients
- identifying other barriers that inhibit use of the collection.

Both need and opportunities for improvement must be analysed. The short-term demands of prospective clients and the long-term requirements of the target markets, must be identified and a product - the library's collection and services - designed to meet these needs. The product decisions a library makes are important ones, because they have the potential to affect client satisfaction and levels of use in the short term and support of the library in the long term. It is useful to distinguish between a core product and a tangible product. A core product is what the client is really seeking. In the case of library users, the product is often something intangible - such as knowledge or wisdom. The library provides tangible products, such as books, that will meet user requirements.

¹ Morris Massey "Market analysis and audience research for libraries" *Library Trends* 24(3), January 1976 pp 473-91

Price

Whether or not a library charges a client directly for some service, there is a cost to the client of time and of accessing the library. Potential clients will weigh costs against benefits when choosing whether or not to use the library. This does not apply just to the initial decision, but to every decision to use the library or a particular collection or service within the library or provided by the library.

There are four pricing objectives which apply

- Maximising use: the greater the use of the library the cheaper the per unit cost and therefore the greater the economy of providing the library
- Recovering costs: full cost recovery applied in a library tends to reduce the usage of that library. However, the cost of the library can often be offset, at least in part, against savings realised because of the availability of the library.
- Maximising profits: in the Departmental context this must be seen as maximising the return to the Department of the money spent in maintaining the library.
- Discouraging use: discouraging use for purposes which do not contribute to the department achieving its goals will reduce the cost of operating libraries.

Place

Place refers to the method of distribution of the product or service, for example information can be distributed in a number of ways, including electronically, through newspapers and newsletters or by loan of books from the library. Distribution is a major issue because the products the library offers are typically removed in space from the client. They may also be removed in time, as in the case of a client wanting something when the library is not open. Electronic network services have added a new dimension and importance to distribution techniques and highlight the importance of technology in the information market place. The speediest and most convenient access will win new clients and retain the old ones.

Promotion

Target markets need to be informed of the service or product. The goal of promotion is to make the target market aware of the library's resources and services and to inform them of the benefits of using these resources and services. The results of promotion efforts should be evaluated in order to determine which are most cost-effective. In product marketing word-of-mouth communication has limited promotional impact. In services marketing it has strong influence. Although both services marketing and product marketing start with the critical need-identification and product design functions, products are generally produced before they are sold and services are generally 'sold' before they are produced. Services marketing has a more limited influence on customers prior to use of the service than goods marketing has prior to purchase. Customers must experience the intangible service to really know it. Word-of-mouth can constitute vicarious experience.

Quality

Effective services marketing is a strong service concept delivered well, a desired service performed excellently. The core "product" being marketed is performance. The physical

nature of products allow quality standards to be precisely defined, conformance to standards to be evaluated, defects to be accurately determined, and methods of improvement to be explored. Quality of a service can really only be assessed by the recipient of that service, so its measurement is more subjective than exact.

Converting benefits to features

There is a sales maxim which says: *Unless the proposition appeals to their interest, unless it satisfies their desires, and unless it shows them a gain - then they will not buy.* Clients weigh these benefits against the costs they will face in using what the library offers. A library needs to consciously and actively inform potential clients about the existence and availability of its collections and services and their advantages and costs to clients. Converting features to benefits entails using the "Which Means....." transaction, for example the fact that the library performs well means that users save time.

THE MARKETING CYCLE

Analysis is the step that sets marketing apart from public relations. The target group is studied to determine its needs and how they can best be met. With this process the exchange relationship is determined, and a coordinated marketing effort is developed.

There are three steps in the analysis process:

1. *Mission analysis*

Analysing the objectives of the organisation. This is commonly posed as the question: What business are we in? Within the Department the objectives of the Department are itemised in the corporate plan. The objectives of non-school libraries as a network of libraries are outlined in the Non-school library strategic plan.

2. *Market analysis*

Defining the market, commonly posed as the questions: Who are the customers? Which segments do we want to focus on? Who are the main competitors? There is little point in trying to duplicate services already provided elsewhere, by organisations which have far more resources available for marketing. The presence of other organisations, the images they have of themselves and the way they market their services do have implications for the way in which non-school libraries market their services.

Market analysis also includes assessing the needs of users and potential users, by posing the question: Which needs are we trying to satisfy? Sometimes attempts are made to determine what is called need by asking people what they want, but that is not a determination of need. Library users can only react within the framework of 'reasonableness' as they have been trained by existing levels of services and methods of service delivery. When people are asked to hypothesise their personalised ideal information service, regardless of cost or even reasonableness, many simply cannot do it.

Researching the library's market is perhaps the easiest way to assess it. Market research does not have to be costly, nor does it have to be a complex process. It can be as simple and as easy as surveying a cross-section of users (focus group) to get their opinions about the collections or services the library will be offering, or conducting a telephone or mail survey. Whatever method is used, the aim should be to gather enough information to determine who the library's potential customers will be - their needs, wants and expectations and who the library's competitors are and how well they are doing.

The component parts of market analysis are:

Environmental analysis

Environmental analysis involves tracking trends. Even in an established service provision must be made for the changing needs of users...Such changes have implications for collection development and for marketing. Developments must be constantly monitored so that future needs can be predicted. Provision can then be made in anticipation of future demands. Such provision may, in turn, need to be promoted to bring it to the attention of potential users.

Identification of the primary market

The primary market for non-school libraries is defined as officers and teachers within the Department of Education. Each individual library will, however, be able to define its primary market as a more narrow subsection, directly relating this to purpose of use.

Market segmentation

Needs assessment

The most valuable form of market research is that conducted among non-users of the service in order to find out the needs of potential users. Needs which are expressed as demands in the library can be uncovered by surveys of users and by monitoring inquiries. Although these do not provide a complete picture of needs they can be a valuable indicator.

Awareness

The wide range of educational and management publications and electronic databases presents a problem for the user and also for the librarian who is marketing the service. Regular users of a library service may not be aware of the totality of resources in their own field of interest. Other users may be aware only of an information need without knowing the type of information source which can help them. Potential users may be defined as non-users with a need for information. They may not be aware of the existence of the library, may not be aware that an answer to their problem exists in published form, or may not even be aware that problems which manifest themselves in their jobs are information problems.

Image

The client will, in part, judge the quality and nature of the service by its outward appearance. There are many factors affecting the image of a library. The location of the library and the type of building it is situated in affect the preconceptions of those who have not yet visited the library. The internal design of the library, its fixtures and fittings and the overall arrangement of stock generate an image in the minds of visitors. The guiding and display of stock, the staff, the atmosphere within the library also contribute to its image. Image is the result of the client's perceptions built up over time, and reflects both the technical quality and the functional quality of the library, its collections and services. Functional quality (how a service is delivered) is often more important to how the library is perceived than is technical quality -provided that technical quality is at an acceptable level. Functional quality is a clear method of differentiating a particular service and enhancing image, and depends almost entirely on the staff with whom the client comes into contact.

3. Resource analysis/offering mix

Providing the resources and services to meet those needs.

The results of the analysis should deliver an understanding of the six 'O's' of client behaviour.

It should also provide a list of the advantages non-school libraries offer the target market.

ORIGINS of use: Who uses it?
OBJECTS of use: What do they need/use?
OCCASIONS of use: When do they use it?
OUTLETS of use: Where do they use it?
OBJECTIVES of use: Why do they use it?
OPERATIONS of use: How do they use it?

Some of the more general advantages include:

2 THE SIX O'S OF CLIENT BEHAVIOUR

- There are no restrictions on who (within the Department) can use the service and no qualification is required to use the service, i.e. there are no formalities.
- Most information is on open access.
- Information can be supplied on the spot for telephone inquirers.
- The library either supplies information directly or guides users to sources which they can consult themselves on the premises. The service is thus an information resource, not an agency for referral.
- Increasingly library information and access to library services is becoming less place dependent as greater degrees of electronic access becomes available.

Each non-school library will be able to add details of advantages specific to use of its collections and service delivery.

THE MARKETING PLAN

A well-written, comprehensive marketing plan describes how the library plans to attract and retain clients - the most crucial aspect of a library service. It is an excellent tool for identifying and developing strategies for extracting advantages from the market in which you operate.

The marketing plan

- identifies needs and wants of existing and potential clients
- determines demand for services or products
- aids in the design of services or products that fulfil clients needs
- identifies competitors and analyses the library's competitive advantage
- identifies new service or product areas
- identifies new and/or potential customers
- allows for testing to see if strategies are giving the desired results

A marketing plan has some disadvantages

- it can highlight weaknesses in the business skills of the library staff
- it can lead to faulty marketing decisions based on improperly analysed data
- it can create unrealistic budget projections for resources and services if information is interpreted incorrectly

Developing and using a marketing plan

There are five major parts to implementing marketing using a plan:

Planning involves setting the objectives for the marketing effort. The objectives should be challenging but attainable. The activities, the participants, and the time frame of the marketing plan are also determined at this stage. The result is a detailed description of what will actually be done, when, and by whom.

Implementation of the marketing plan is next. As the plan is carried out, adjustments will most likely need to be made, but the overall objectives should always be kept in mind whenever modifications are necessary.

Promotion concentrates on informing users and potential users about the offering.

Evaluation is the final component in the marketing plan, but it is vital to future marketing efforts. By evaluating the plan, the most effective activities can be determined and the reasons for failures pinpointed. Evaluation should occur throughout the length of the plan as well as at the end.

Feedback involves modifying the strategy in the light of evaluation.

The key elements of a successful marketing plan

The key elements of a successful marketing plan are knowing

- the library's clients - their needs, preferences and expectations;
- the library's competitors - their strengths and weaknesses; and
- the library's product or service.

Identification of these factors, enables the library to develop a marketing strategy that will allow it to arouse and fulfil customers needs, better understand competitors and identify changes in the marketplace that can affect the return the Department gains from its investment in the library.

The information the library will have needed to collect to develop its operational plan and the normal process of statistics collection and evaluation of the library's services should answer the following questions:

- Is this product or service in constant demand?
- How many competitors provide the same product or service?
- Can a demand be created for the service or product?
- Can the library effectively compete in price, quality and delivery?

If they do not, the library will need to collect additional data that will offer viable answers.

MARKET SEGMENTATION BY PURPOSE OF USE

<i>Purpose of library use</i>	<i>Client groups</i>	<i>Broad Service Needs¹</i>
<i>To support decision-making and development of policy within the department</i>	<i>Decision makers and policy writers within the department</i>	<i>Access to the full range of library and information services, including: information on holdings within departmental libraries; reference and information services; on-line databases, interlibrary loans and up-to-date, seminal and review materials covering areas of interest.</i>
<i>To meet the department's goals and objectives</i>	<i>Departmental officers Teachers Office bearers of Parents and Citizens and Parents and Friends groups School advisory committees</i>	<i>Access to up-to-date information concerning holdings in non-school libraries and to materials and information covering areas of interest.</i>
<i>To support requirements of enrolment in a tertiary institution</i>	<i>Departmental officers External clients, including full-time students</i>	<i>Access to up-to-date information concerning holdings in non-school libraries and to materials and information covering subjects of study</i>
<i>To meet the needs of clients of other libraries</i>	<i>Libraries external to the department through the National Inter-Library Loan Agreement</i>	<i>Access to up-to-date information concerning holdings within departmental libraries and loans of requested materials</i>
<i>To fulfil the goals and objectives of other organisations, including government departments</i>	<i>Officers of other government departments Public Sector Management Commission Criminal Justice Commission</i>	<i>Access to up-to-date information concerning holdings in non-school libraries and to materials and information covering areas of interest.</i>
<i>For commercial gain</i>	<i>Business and industry groups Legal firms Journalists and writers Consultants</i>	<i>Access to up-to-date information concerning holdings in non-school libraries and to materials and information covering areas of interest.</i>

¹. Needs analysis for individual non-school libraries should include details of specific topics, formats and delivery methods

ELEMENTS OF A MARKETING PLAN

1. Description of the Target Market(s)
2. Description of Competitors
3. Description of Service or Product from the clients' perspective including the benefits to clients
4. Marketing Budget
 - advertising and promotional plan
 - costs allocated for advertising and promotions
 - advertising and promotional materials
 - list of advertising media to be used and estimate of cost for each.
5. Description of the location of the library from the client's perspective, including where it is and the advantages and disadvantages of this location.

PROFORMA FOR A SIMPLE MARKETING PLAN

[Name of library]

Marketing Plan

for the period

A. MARKET ANALYSIS

I. TARGET MARKET(S)

1.The *[Name of Library]*

will be providing services primarily to:

Market segment	Total Percent of Business
i.	_____
ii.	_____
iii.	_____
iv.	_____

[Insert as many as applicable]

2. The *[Name of Library]* will be targeting clients by:

a. Collection Development: We will target the following specific subjects/formats:

- i. _____
- ii. _____
- iii. _____
- iv. _____
- v. _____

[Insert as many as applicable]

b. Geographic Area: We will target the following geographic area(s):

- i. _____
- ii. _____
- iii. _____
- iv. _____
- v. _____

[Insert as many as applicable]

c. Services: We will target delivery of the following services:

- i. _____
- ii. _____
- iii. _____
- iv. _____
- v. _____

[Insert as many as applicable]

3. We expect the following level of use of our services and collections in the period of the plan:

Loans _____
Clients _____
Reference Queries _____
Other: [Specify] _____
Other: [Specify] _____
Other: [Specify] _____
Other: [Specify] _____

[Insert as many as applicable]

II. Competition

1. Our competitors are:

Name _____
Address _____

Services provided _____

Name _____
Address _____

Services provided _____

[Insert as many as applicable]

2. How competitive is the market?

High _____
Medium _____
Low _____

3. Compared to the competition the *[Name of Library]* has the following strengths and weaknesses:

Strengths	Weaknesses
1. _____	1. _____
2. _____	2. _____
3. _____	3. _____
4. _____	4. _____
5. _____	5. _____
6. _____	6. _____

[Insert as many as applicable]

III. Environment

1. The following are some important economic and budgetary factors that will affect the collections and services of the *[Name of Library]*
(List factors such as Departmental budgetary considerations, projected cost of books etc.):

2. The following are some important economic and budgetary factors that will affect the targeted markets of the *[Name of Library]*
(List factors such as schools budgetary considerations, any requirements for user pays or cost recovery, etc):

3. The following are some important organisational factors that will affect the targeted markets of the *[Name of Library]*.
(List factors such as devolution, reorganisation, effects of Wiltshire etc):

4. The following are other environmental factors that will affect the targeted markets of the *[Name of Library]*, but over which the Library has no control:

B. COLLECTION AND SERVICE ANALYSIS

I. Description

1. The Collections and Services of the *[Name of Library]* are:
(Describe here what the collection and services of the Library are, and what they do, from the client's point of view.)

II. Comparison

1. The Collections and Services of the *[Name of Library]* have the following advantages over those of the competition:
(Describe from the client's point of view)

2. The Collections and Services of the *[Name of Library]* have the following disadvantages over those of the competition:

3. The Location of the *[Name of Library]* has the following advantages over those of the competition:

4. The Location of the *[Name of Library]* has the following disadvantages over those of the competition:

C. MARKETING STRATEGIES

I. Image

1. The *[Name of Library]* wishes to have the following image:

2. The *[Name of Library]* will emphasise the following features of its collections and services:

- i. _____
- ii. _____
- iii. _____
- iv. _____
- v. _____

[Insert as many as applicable]

3. The *[Name of Library]* will deliver services in the following modes: (list modes such as on site, telephone, fax, post, electronically. Itemise the services to be delivered by each mode.)

- i. _____
- ii. _____
- iii. _____
- iv. _____
- v. _____

[Insert as many as applicable]

II.

Advertising/Promotion

4. The *[Name of Library]* wishes to communicate the following to its target markets:

- i. _____
- ii. _____
- iii. _____
- iv. _____
- v. _____

[Insert as many as applicable]

5. The *[Name of Library]* will use the following advertising/promotion sources:

- i. _____
- ii. _____
- iii. _____
- iv. _____
- v. _____

[Insert as many as applicable]

6. The following are the reasons why the *[Name of Library]* considers the media chosen to be the most effective:

- i. _____
- ii. _____
- iii. _____
- iv. _____
- v. _____

[Insert as many as applicable]

7. The *[Name of Library]* will allocate the following resources for the purpose:

- i. _____
- ii. _____
- iii. _____
- iv. _____
- v. _____

[Insert as many as applicable]

D. SPECIFIC MARKETING GOALS FOR THE PERIOD:

Goal 1. [eg. The *[Name of Library]* will develop a client-oriented library. Barriers to use will be eliminated or minimised.]

Objective 1. [eg Alternative methods of delivery will be expanded to serve the needs of clients and potential clients who cannot easily come to the library.]

Action Items:

- [eg 1. Implement electronic mail and fax so that clients can forward requests quickly and easily, and responses can be provided quickly and conveniently.
- 2. Negotiate alternative delivery materials for books and resources.
- 3. Provide remote access to the library catalogue]