

Wombatta Public Library Service Marketing Plan

Executive Summary

Section .1

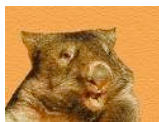
1.0 Executive Summary

The value of public libraries is immeasurable. Wombatta Public Library Service (WPLS) offers highly valued, heavily utilised and successful collections, services, programs and activities. Our success is both dependent upon and based on our understanding of our community/customer needs and demands with one eye on the present and the other on the future.

Our success is and will continue to be built on the ongoing development and monitoring of our collections, programs, services and importantly staff based upon always listening to and researching the needs and demands of our community and customers. The WPLS Marketing Plan encapsulates our sector and community knowledge with particular focus on:

- Building and maintaining up-to-date collections;
- Providing access to information from around the world;
- Providing access to technology and the Internet;
- By delivering education programs for all target groups
- Establishing stronger relationships with key stakeholders, including local schools and community groups;
- Understanding and planning our resource needs (financial and human)
- Obtaining and utilising user and non-user feedback, evaluation and survey information/research to improve our responsiveness and inform forward planning.

Our strategies will be based on the concept that *quality performance generates repeat usage.*



Wombatta Public Library Service Marketing Plan

Situation Analysis

Section .2

2.0 Situation Analysis

The Wombatta Public Library Service (WPLS) has just featured in the press as a reputable, quality public Library service. There has been an increased interest in the community in our collections, education programs, online resources, and information services. Currently, traditional library services are widely available to the public, but there has been a call for more education programs and online resources. We want to take advantage of this current popularity to grow in funding and in community usage.

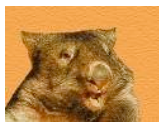
2.1 Market Summary

We are experiencing growth in interest in public library services from the community and the current trend in education programs, online database and Internet use. Also our demographics are widening and are encompassing more and more people from different walks of life and backgrounds. There is definitely an opportunity here to be seized.

Target Markets

Market Analysis (Example)							
Potential Customers	Growth	2005	2006	2007	2008	2009	CAGR *
General Community	30%	130,000	169,000	219,700	285,610	371,293	30.00%
Students	50%	25,000	37,500	56,250	84,375	126,563	50.00%
CALD	20%	50,000	60,000	72,000	86,400	103,680	20.00%
Total	30.88%	205,000	266,500	347,950	456,385	601,536	30.88%

* Compound Annual Growth Rate



Wombatta Public Library Service Marketing Plan

Market Geographics

As a library service we don't have the flexibility to offer all our services outside our local government area. However by developing, Improving and marketing our services we have the ability to both grow our community usage and to attract customers from outside our area.

Market Demographics

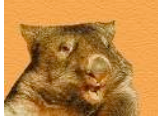
Most people go to the public library to use or borrow from our collections for study or recreational purposes. Since other options are available for accessing collection materials i.e. other libraries, bookshops, online, an existing library user is not a hard sell. They want to be there. They have made a conscious choice about how they wish to access books etc. These people can be anyone - our core services are free and our demographic data indicates that we attract a wide cross section of customers with sizeable numbers of students, parents, children, young adults and seniors.

Our last survey confirmed that 85% plus of our current customers:

- Placed a high value on free public library access;
- Viewed the library as a place where they could improve their educations and minds;
- Considered our collections to be the most important factor and;
- Considered technology and online access of growing importance.

Market Behaviors

Library customers are loyal and they will visit on average once a month. Students, however, want more and more access for study and education programming to enhance their school; TAFE and University studies and their visitation rates are on average twice per week during semester times. Growth in demand for 'Culturally and Linguistically Diverse' (CALD) programming has also seen an increase in frequency and type of use e.g. Adult CALD customers have moved from being largely a 'borrower' group to also attending CALD education and recreation programs.



Wombatta Public Library Service Marketing Plan

Other market behaviour changes to note and monitor are:

- Growth in 55+ user group;
- Growing demand for more services to be accessed remotely via home/business computers;
- Growth in usage and demand for curriculum based education programs, self-help programs and health programs; and
- Growing demand for an increase in branch opening hours.

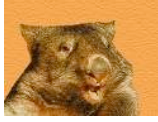
2.1.2 Market Needs and Demands

The value of public library services is immeasurable. The WPLS offers a wide variety of cross-target group services and programs to members and non-members including physical collections, online resources, study and reading spaces, children's and youth activities and self-growth and education programs, for example:

- Programs for students are largely secondary school based with particular focus on achieving better results in the Higher School Certificate.
- Programs for adults (including CALD) are largely self-help with particular emphasis on technology, parenting, health and literacy.

The market also has the following needs and demands (as determined from demographic analysis, annual survey results, program evaluations and customer suggestions:

Needs	Demands
Development of new CALD collection - Sudanese	Increase in branch weekend opening hours i.e. all day Saturday
Expand education program and collections to reflect issues affecting the community i.e. <ul style="list-style-type: none"> • Caring for the Environment • Personal safety • Internet safety • Small Business • Retirement planning 	Remote access to online databases
	More publicly available PC's for internet and word processing



Wombatta Public Library Service Marketing Plan

2.1.3 Market Trends

The trend in public libraries is towards breaking traditions and discovering new ways to deliver services while still maintaining traditional core services. For example, customers expect both a traditional reference collection (monographs and serials) and access to online resources. There is also a growth in customer expectation that a reference query can be submitted at any time via the web. The trend in multiple forms of public library access offers WPLS a great opportunity to not only better service existing customers but to attract non-users.

Market Forecast

{Insert a chart or table here}

2.1.4 Market Growth

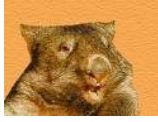
The market trends discussed in the previous topic point toward a market growth currently estimated at 30% for the next two years. We would like to take advantage of this and try to create growth in our membership by at least 25% by expanding our programs, and by matching our collections and accessibility better to needs and demands.

Target Market Growth

{Insert a chart or table here}

2.2 SWOT Analysis

The following is an outline of The WPLS strengths, weaknesses, opportunities, and threats. Currently our strengths and opportunities outweigh our weaknesses; however, our weaknesses punctuate our need for more of the following resources: time, employees, and funding.



Wombatta Public Library Service Marketing Plan

2.2.1 Strengths

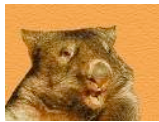
- Dedication of staff and management.
- Creativity of staff members.
- A cooperative work environment.
- Members are satisfied overall with services, programs and collections (high satisfaction rates).
- Administratively efficient.
- Offer affordable value-added services.
- Support of senior management and Councillors.
- Venue size

2.2.2 Weaknesses

- Limited number of professional and para-professional staff.
- Labour intensive processes.
- Limited number of staff trained to be trainers.
- Limited promotions expertise.
- Limited hours of operation.
- Limited public access technology.
- Limited financial resources.

2.2.3 Opportunities

- Local Press/Media.
- Partnership with local schools.
- Partnership with local community groups.
- Other Council departments e.g. Marketing and Communications staff; and Children's Services.
- State Government Funding i.e. State Library of NSW Grants Program and Local Projects Funding.
- RFID and other enabling technologies
- Closeness to major public transport hub and schools.
- Cooperative and complementary projects, services and programs with surrounding Council library services
- Programs facilitated by individuals, groups and entities for the community at the library.
- Outsourcing selected services or operations.



Wombatta Public Library Service Marketing Plan

2.2.4 Threats

- Unsuccessful grant applications.
- Reduction in capital funding allocations for materials.
- Competitive experiences i.e. services and programs offered by other library services.
- Poor car parking / expensive car parking for customers.
- Ageing infrastructure.
- Shortage of specialist library professionals creating a very competitive job market.

2.3 Alternative Providers

Programs

Other public libraries offer programs similar to WPLS but not as comprehensively, frequently or with the same capacity. Also, our non – free education programs are priced at a maximum of \$5.50, which is nearly \$5.00 cheaper than our nearest competitor (Bilby Hills Public Library). Our venue size and accessibility allow us to attract greater patronage.

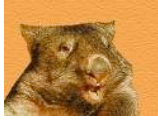
Services

Other public libraries offer similar or same services to WPLS, however opportunity exists to develop niche services such as child care (crèche); coffee shop/cart; and wireless internet 'hotspot' access for customers.

WPLS has a 5% lead in customer overall satisfaction rates (satisfied or very satisfied) at 92%.

Collections

Other public libraries offer a similar breakdown of collections by type and target grouping. WPLS has on average a stock that is more up to date and with greater turnover than most neighbouring services with the added bonus of a larger CALD collection.



Wombatta Public Library Service Marketing Plan

2.4 Services and Programs Offered

Services and programs Include:

- Lending
- Reference
- Children's
- Youth
- Local Studies/Family History
- Corporate
- Tutoring/Homework Help
- Study facilities and rooms
- Education Programs
- Home Library Service
- Copying Service
- Venue Hire
- Internet / Public Access Technology

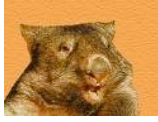
2.5 Keys to Success

The following we consider to be our keys to success:

- Qualified, experienced and committed staff.
- Consistent funding and income.
- Supportive executive and Councillors.
- Large Meeting/Seminar rooms.
- Media awareness and support.
- Funding to support collections (consistent over many years).
- Volunteers.

2.6 Critical Issues

WPLS has a solid foundation of dedicated staff that makes things happen, but our business depends on their ability to be able to undertake both core and value-added activities. Time commitments have taken their toll on staff and the risk of 'burn out' is high.



Wombatta Public Library Service Marketing Plan

Managing customer expectations is also a critical issue as today's library patron is less patient and often more demanding of staff time.

Other critical issues include:

- Insufficient floor space for adequate target group and activity separation e.g. youth dominating study space making it difficult for other groups such as adults to access reference services.
- Ageing infrastructure i.e. building needs major renovation and redesign to meet today and tomorrows expectations.
- Technology control i.e. labour intensive and overly hands on for staff.
- Insufficient technology access i.e. demand outstrips availability by 30% on average.
- CPI increasing at a greater rate than funding.

Marketing Strategy

Section .3

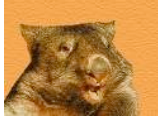
3.0 Marketing Strategy

The WPLS has a talented pool of staff to draw from. We plan to use our combined effort to:

- Establish a stronger relationship with our local community, community groups, schools, other education providers, neighbouring library services, the State Library of NSW and our Council;
- Develop an organisational resource plan - both financial and human resources to better inform our Council and to increase our ability to receive more funding;
- Develop and re-develop new and existing programs and activities;
- Develop and manage our collections

We will achieve these strategies by:

- Undertaking (regular) reviews of services, programs and collections;
- Regular survey of customer and other stakeholder needs;
- Developing accurate and monitored collection profiles;



Wombatta Public Library Service Marketing Plan

- Update and monitor the WPLS Collection Management Policy;
- Development of a customer service charter and service level agreements.

Our strategies are based on the concept that *Quality performance generates repeat usage.*

3.1 Mission

The Wombatta Public Library service was created to bring reading and literacy, information, education and technology access to people from all walks of life. We are dedicated to and play a leadership role in, bringing quality services, collections; self-growth and social wellbeing to our community.

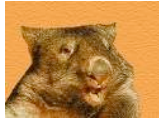
3.2 Marketing Objectives

- Increase our usage and membership by at least 25%.
- Increase media take-up of WPLS press releases and general coverage by 10% over the next 12 months.
- Develop promotional packages for all services, collections and programs.
- Increase attendance at WPLS activities and programs by 25% over the next 12 months.
- Formalise relationships with local education providers – schools, TAFE and University.
- Meet regularly with State Library of NSW Public Library Services Consultants for information exchange and advice.

3.3 Financial Objectives

Our financial objectives include the following:

- Increase WPLS marketing funding by 50% over the next two financial years.
- Increase WPLS capital funding by 5% in next years budget and at least 5% each year after that.
- Seek Grant funding for service development purposes – in line with marketing



Wombatta Public Library Service Marketing Plan

and business plan objectives and strategies.

3.4 Target Markets

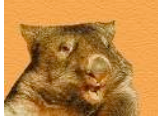
We are targeting a general audience that consists of adults, children, young adults and seniors target groups with an interest in reading, study, technology access and self-improvement. We are also targeting parents of children from the ages of 5 to 16 for activities, programs and after-school programs. Other target markets for us include teachers and other educators from all levels of education (We offer a vital and valuable service for their students and heavily support their curriculum needs.); and the Council executive and staff via the WPLS corporate library service.

3.5 Positioning

A service for all sections of the community who value access to information and recreational resources; reading; self-education and other programs and activities; study etc including:

- Adults
- Children
- Teenagers / Young Adults
- Seniors
- Parents
- CALD
- Business (including Council)
- Students and Educators

The Wombatta Public Library service provides this via its widely acclaimed, innovative and popular services, collections, programs and a dedicated staff.



Wombatta Public Library Service Marketing Plan

3.6 Strategy

Example

Strategy 1:

Partnerships and Alliances

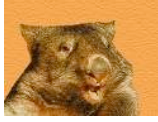
Strengthen our relationship with schools and other educational institutions

Tactics:

1. Connect with school administration/Principals
2. Contact and communication with teachers/lecturers

Actions to implement our tactics:

- Host a library management and school principal's forum (include lunch) bi-annually
- Host regular meetings (including morning and/or afternoon teas) for teachers with specialist library staff
- Seek invitations to attend any forums or meetings as appropriate at schools, TAFE and University



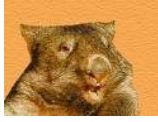
Wombatta Public Library Service Marketing Plan

Progress & Performance

Section .4

Example Strategy Project Form:

Strategy 1		Actions		
Partnerships and alliances		Don't forget to include communication and promotion strategies, tactics and actions where applicable		
1.	Connect with school administration /Principals	<ul style="list-style-type: none"> • Host a library management and school principal's forum (include lunch) bi-annually 		
2.	Contact and communication with teachers/lecturers	<ul style="list-style-type: none"> a) Host regular meetings (including morning and/or afternoon teas) for teachers with specialist library staff b) Seek invitations to attend any forums or meetings as appropriate at schools, TAFE and University 		
Item #	Who	When	Expenditure	Revenue
1	Library Manager	April October	\$120 (incl. GST) \$120 (incl. GST)	
2 a)	Specialist Librarians	Quarterly	\$25 each	
2 b)	Library Manager	TBA	Staff time	
Item #	Adjustment Log (record any changes and why)			
1				
2 a)				
2 b)				
Item #	Results/Outcomes	Desired (incl. \$'s)		Actual (incl. \$'s)
1				
2 a)				
2 b)				
Item #	Milestones	Start Date	End Date	Completed Y/N
1				
2 a)				
2 b)				
Quantitative Measure/s		<ul style="list-style-type: none"> • # Meetings held • # Meetings attended 		
Qualitative Measure/s		<ul style="list-style-type: none"> • Exit survey/meeting evaluations 		



Wombatta Public Library Service Marketing Plan

Controls

Section .5

5.0 Controls

The implementation of our strategies and actions will be constantly monitored and reported to ensure WPLS maintains control over all processes. This will allow us to constructively 'fine tune' our actions and help avoid poor performance. It will also provide a means of reassessing our priorities and importantly help prevent wasting our limited resources.

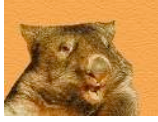
Expected performance versus actual performance will be monitored and include:

Quantitative measures:

- Level of activity, including trending to determine growth or otherwise based on plan strategies and actions i.e. increased attendance at programs; membership growth, turnover of stock etc
- Staff time allocated versus staff actual.
- Revenue and Expenditure comparisons (where there is a revenue component our aim will be to be at least cost neutral)

Qualitative Measures

- Exit Interviews and Evaluations
- Surveys
- Comparative data from other library services
- Accountability monitoring (staff/team ability or inability to meet performance targets)
- Team meetings/feedback sessions



Wombatta Public Library Service Marketing Plan

5.1 Implementation

As per **Section 4 Progress and Performance** our milestones will be mapped to each strategy and monitored by the staff/team members responsible. Costs and revenue will also be monitored and compared to original estimates.

The quality and quantity controls given above will enable us to detect any plan 'blockages' and to take meaningful and effective remedial action.

It is important to note that along with customer feedback WPLS management will ensure that all levels of staff within the organization are consulted and/or given opportunities to provide feedback on our progress and suggested improvements. WPLS management and Council place a high value on the views and expertise of its staff.

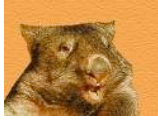
5.2 Marketing and Promotions Team

See Section 5 Communications in the Developing a Marketing Plan document

Our marketing and promotions team which will oversee the implementation of the plan will consist of the Library Manager, two (2) stakeholders, three (3) senior staff and one (1) representative from each level of the library service. We have divided responsibilities based on skill and have initially planned to hold weekly meetings (a meeting schedule will be developed after implementation commences based on need and availability of team members) to discuss our progress and our budget. All issues must be agreed upon fully before implementation.

5.3 Contingency Planning

The worst-case scenario is that we have to be prepared for a cut in next year's budget or cut backs within the current or next years budget due to poor Council wide quarterly financial review results. This places great importance on increasing our revenue and on strategy based grant applications and sponsorship.



Wombatta Public Library Service Marketing Plan

WPLS also need to be prepared for staff turn over (especially specialist staff) due to the current global shortage of specialist staff and the resulting competitive market. Staff succession planning is crucial and as such it will be important to get full involvement from all staff so a strategies success doesn't rest entirely on the shoulders of any one given person.

In order to assure that we continue our marketing programs, we must establish relationships with local businesses (like the local newspaper, chamber of commerce) who in exchange for low key advertising in our '*What's on @ Wombatta*' programs we receive reduced rates or even free services from. This is possible because we are aware that other Council departments have established the same relationships i.e. Children's Services and Open Space and Recreation.

End

This document may be used by any person or organisation on the proviso that any ideas on improving it are shared. Please submit any document improvements to documents@rhcs.com.au

**Thank you!
Roger**