# NSW Home Library Service Working Group Meeting - 6 November 2017

## Marketing Workshop

**Facilitator:**

**Julieri De Florio, Home Library Service Coordinator**

**Northern Beaches Council**

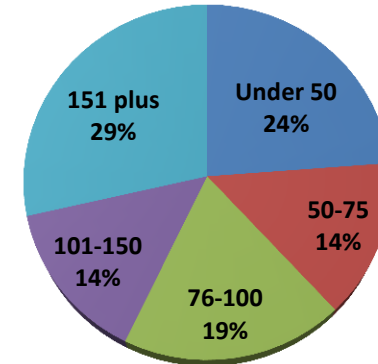# NSW Home Library Service Working Group
## Summary of responses to Short Survey – Marketing & Promotion (August 2017)
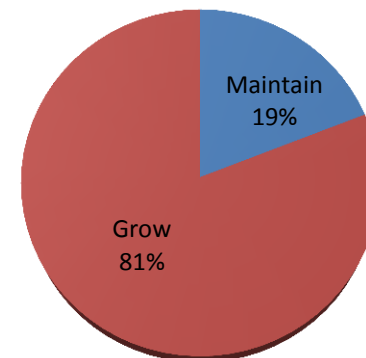
**Total responses: 21**

Survey respondents:

- Ashfield Council (Inner West)
- Bankstown Council
- Blacktown Council
- Burwood Council
- Camden Library Services
- Campbelltown Council
- Former City of Canterbury
- Hornsby Council
- Lake Macquarie City Library
- Leichhardt Council
- City of Parramatta
- Penrith City Library
- Former Pittwater Council
- Randwick Library Service
- Former Rockdale Council
- City of Ryde
- Singleton Council
- Strathfield Library
- City of Sydney
- Wollongong City Library
- Woollahra Council

**How many HLS customers do you have?**



- 151 plus 29%
- Under 50 24%
- 50-75 14%
- 76-100 19%
- 101-150 14%

**Do you wish to grow or maintain HLS customer numbers?**



- Maintain 19%
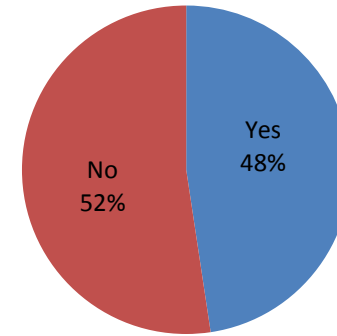- Grow 81%

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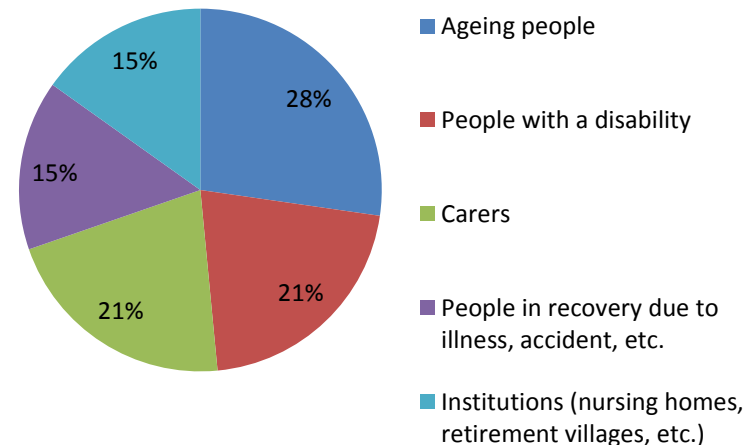
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**Do you wish to focus on a particular segment(s) of the community?**



Yes 48%
No 52%

**If yes, which community segments do you wish to focus on?**



- Ageing people — 28%
- People with a disability — 21%
- Carers — 21%
- People in recovery due to illness, accident, etc. — 15%
- Institutions (nursing homes, retirement villages, etc.) — 15%
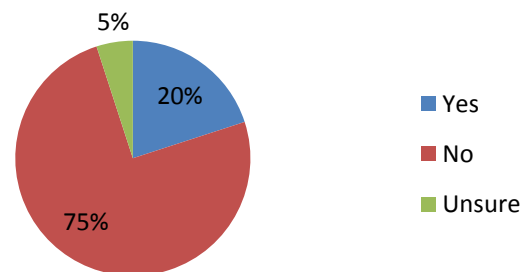
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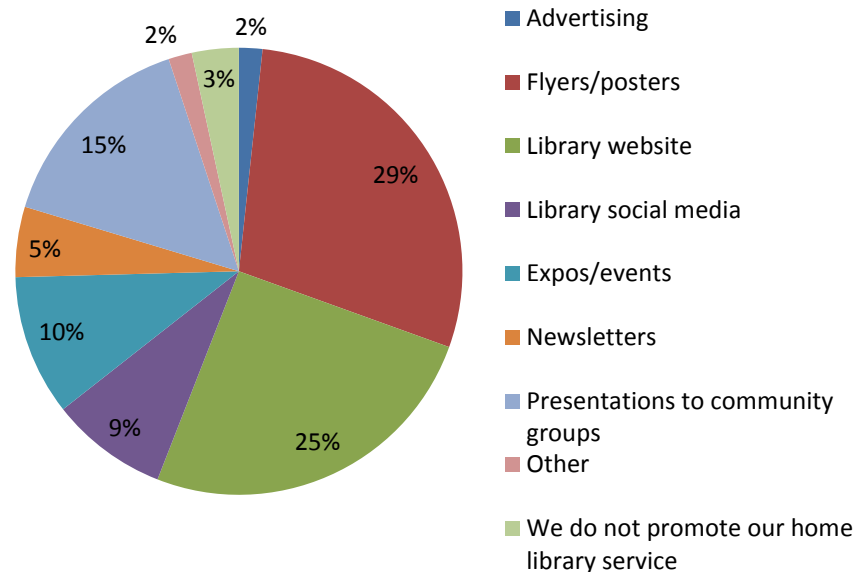
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**Do you have a budget to promote your HLS?**



- Yes — 20%
- No — 75%
- Unsure — 5%

**How are you promoting your HLS?**



- Advertising — 2%
- Flyers/posters — 29%
- Library website — 25%
- Library social media — 9%
- Expos/events — 10%
- Newsletters — 5%
- Presentations to community groups — 15%
- Other — 2%
- We do not promote our home library service — 3%

# Snapshot of former Warringah Council Home Library Service

- Strategy approved by Libraries Management on 1/7/2016
- 54.25% annual growth since July 2016:
  - ✓ Growth from 94 customers in July 2016 to 145 in EOFY June 2017
  - ✓ 88 new customers on-boarded
  - ✓ 37 left the service
  - ✓ High customer satisfaction (based on feedback, no survey done as yet)

- And we continue to grow…
  …162 customers @ end of October 2017

# What is marketing?

# What is marketing?

*The process or technique of promoting, selling, and distributing a product or service.*

Merriam-Webster dictionary

*Marketing is traditionally the means by which an organisation communicates to, connects with, and engages its target audience to convey the value of and ultimately sell its products and services.*

Julie Barile – Vice President of eCommerce, Fairway Market

*Marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large.*

American Marketing Association (AMA) Board of Directors

# Doing all these things "is" marketing

- **Knowing your organisation**
  - ✓ Know what you can and can't offer
  - ✓ Know your resources (staff, volunteers, library van, library collection, technology)
- **Knowing your customers**
  - ✓ Identify different customer groups (segments)
  - ✓ For each customer group, identify their needs and how to reach them
- **Knowing your competition**
  - ✓ What other activities are competing against the home library service (crafts, hobbies)?
  - ✓ How else are potential customers accessing books, DVDs, etc. (through family, Kindles, etc.)?
- **Targeting the right people with the right home library service** (e.g. Navigators for vision impaired people)
- **Targeting the different customer groups with tailored communications and media, channels or platforms** (e.g. you cannot reach everyone via social media)
- **Constantly listening to your customers** – collect customer feedback and act on it
- Keeping a complete, robust and up-to-date **customer database with key data**
- **Promoting the service** – internally and externally
- **Building relationships and engaging the community** (including partnerships)

# Your "strategic" checklist

1. Know your organisation and your operating environment
2. Develop your home library service strategy
3. Build awareness internally and gain your colleagues' support
4. Know your home library service customers
5. Make it easy for customers to provide feedback
6. Promote
7. Monitor and report

# 1. Know your organisation and your operating environment

- **SWOT analysis** – Use it to create actionable strategies for your business
  - ✓ Strengths: What is your business/organisation good at?
  - ✓ Weaknesses: What does your business/organisation need to improve upon?
  - ✓ Opportunities: What market trends could lead to increased customer numbers?
  - ✓ Threats: What are the external factors that could jeopardise your success?

- **Situation analysis** – <u>Internal</u> and <u>external</u> factors that affect the operating environment of your service.
  - ✓ NSW Ageing Strategy, Department of Family and Community Services
  - ✓ NSW Disability Inclusion Plan (from the above Department)
  - ✓ Your Council's Ageing and Disability Strategy
  - ✓ Your Council's "*profile id*" (http://profile.id.com.au/ )

- **Review your operations, processes and available resources**
  - ✓ Frequency of deliveries       ✓ Staffing
  - ✓ Library collection              ✓ Volunteers
  - ✓ Geographical reach           ✓ Budget

- **Identify areas for improvement**
  - ✓ Start making up a list of recommended changes (you can use this when you develop your strategy)

# 2. Develop your home library service strategy

**Why have a business strategy?**

- Defines your <u>vision</u> for your business, <u>mission</u> and <u>business goals</u>

- Allows you to develop a clearer understanding of your business and organisation and what is needed to succeed

- Helps you understand your core capabilities, resources, identify and address weaknesses and mitigate risks

- Helps you focus on the right things that are the most likely to deliver the best performance, productivity and return

- Helps you allocate your resources to the most promising opportunities: make choices about the service you'll deliver, what you should do and not do

- Helps you truly understand your external environment

# (Continued) Develop your home library service strategy

**How do I develop a business strategy?**

- **Get your team together**: key staff/team members need to be involved (HLS officer/coordinator, library/branch manager,  large print and talking books selector/purchaser, HLS volunteers)

- As a team, **develop a mission statement**:
  - ✓ A **mission statement** specifies the organisation's purpose or reason for being
  - ✓ What do we do/why do we exist? How do we do it? Whom do we do it for? What value do we bring?

- As a team, identify the **areas you believe the business should focus on** (e.g. technology, customer solutions, partnerships, etc.)

- As a team, out of the strategic focus areas identified,  choose a maximum of 5 which will become your **5 strategic directions**

- For each strategic direction, **define SMART objectives**:
  - ✓ S: Specific (state clearly what you want to achieve)
  - ✓ M: Measurable (set tangible measures so you can measure your results)
  - ✓ A: Achievable (set objectives that are within your capacity and budget)
  - ✓ R: Relevant (set objectives that will help improve particular aspects of your business)
  - ✓ T: Time bound (set objectives you can achieve within the time you need them)

# 3. Build awareness internally and gain your colleagues' support

- **Present your strategy** to your library colleagues – make it simple and exciting
- Develop a **cheat sheet** for your colleagues (very useful for front desk staff)
- Provide promotional materials for library branches - flyers, posters, digital screens (use your Marketing department)
- Provide easy ways for staff to encourage existing library customers to join the HLS: **online and hard copy application forms**; nominate a **HLS champion** in each library branch
- Provide **regular updates** to your library colleagues:
    - ✓ Emails (do not bombard them with emails!)
    - ✓ Quick updates in team meetings
    - ✓ Update manuals and procedure documents
- **Volunteer briefings** - Your volunteers are part of your team; present the strategy to them and make it exciting
- **Invite Management/key staff** to spend one day in your home library service or deliver with you

*Marketing begins within the organisation!*

# 4. Know your home library service customers

- What are your **customers' needs**?
  - ✓ Customer data analysis (your library management system)
  - ✓ Customer survey
  - ✓ Customer feedback (all feedback is welcome: compliment, complaint, comment)

- Define your **customer groups (segments)**:
  - ✓ Older people
  - ✓ People in recovery
  - ✓ Institutions
  - ✓ People with disabilities
  - ✓ Carers
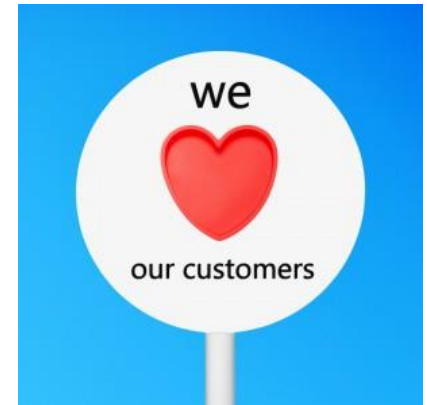
  *What do they read? Where do they live? Are they fully housebound? How tech savvy are they? How do we engage them? What are the customer touch points?*

- How can I **reach the various customer groups**? At the library, in the community, in aged care facilities, retirement villages, in their private homes, through family or friends, health professionals, carers, etc.

- Build a **"Marketing Database"** – all your key contacts and stakeholders in one place (just use Excel!). Helps you build and nurture relationships; provides knowledge transfer and information sharing opportunities.

- Improve **your customer database (LMS)** to capture essential data: demographic data, interests, technological needs, mobility, etc.

# 5. Make it easy for customers to provide feedback

- Every feedback counts.
  Actively collect feedback and act on it!

  Compliment 🙂
  Complaint 🙁
  Comment 😐

- Make it easy to collect customer feedback
  - ✓ Feedback forms (give to volunteers and staff)
  - ✓ Home Library Service mailbox
  - ✓ Phone
  - ✓ Personal engagement

- Record feedback – Customer Feedback Log

- Share feedback with your team, volunteers, library colleagues and Management– tell them about your customers' experience with the service and how you and your team are making a difference

Customer Satisfaction

Excellent
Good
Average
Poor

# 6. Promote

- Encourage **library staff to mention the service** to potential clients
  - ✓ HLS cheat sheet for staff
- Promote via **volunteers**
- Develop a **promotions calendar**:
  - ✓ Events e.g. National Carers Week, NSW Seniors Festival
  - ✓ Presentations to community groups (PowerPoint presentation)
  - ✓ Stalls at expos
  - ✓ Promotions at library branches (e.g. summer reading challenge, carers' week)
  - ✓ Advertising
  - ✓ Email marketing – use the library LMS database
  - ✓ Flyers
  - ✓ Posters
  - ✓ Digital screens in library branches
  - ✓ Website - online application form
  - ✓ Newsletters (Library newsletter and third party newsletters)
  - ✓ Free publicity (feature story in newspapers, magazines or blogs)
  - ✓ Customer testimonials
  - ✓ Social media
- Use simple language and tailor your communications to different customer segments

# 6. Monitor and report

- Forecast your growth: monthly and quarterly
- Create a business development tracker
- Put together a simple monthly report
  - ✓ The report summarises the status of your business: customer numbers, any new trends or developments
  - ✓ It includes your achievements and progress on the implementation of your business strategy
  - ✓ It helps you identify potential risks and flag issues
  - ✓ It provides a starting point to assess issues and take corrective action if needed
  - ✓ Ensure you include customer feedback: celebrate wins and take action on any complaints or customer dissatisfaction

# Key tool: Marketing Action Plan

- Timeline with **key marketing and promotional activities**
- **Gantt chart style timeline** provides a good visual representation of your activities
- Your Marketing Action Plan is **not set in stone** but can be modified or refined as needed e.g. technological changes, budget cuts, etc.
- Put your activities under defined categories:
  - ✓ Advertising
  - ✓ Collateral and marketing assets
  - ✓ Community engagement
  - ✓ Customer engagement
  - ✓ Digital marketing
  - ✓ Events
  - ✓ Internal promotion
  - ✓ Partnerships (internal and external)
  - ✓ Promotional merchandise
  - ✓ Social media
  - ✓ Technology
  - ✓ Traditional media
  - ✓ Volunteer engagement
  - ✓ Website

# Any questions?

# Thank you!

**Contact me if you need assistance** 🙂

**Julieri De Florio**

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## Happy Marketing!