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Chapter 6: Internal marketing

This chapter covers two related aspects of marketing which are increasingly important in libraries, but have not been discussed or written often enough: marketing to internal stakeholders, and marketing *with* internal stakeholders.

Internal marketing really means promoting the value of the library to the wider organisation in which it sits, be that local authority, business, or university. An internal stakeholder can be defined as an individual or group with a legitimate investment in the success or otherwise of the library; an external stakeholder would usually be the customer. Unlike the customer, however, someone with a contractual or economic interest in the library may both seek to influence the marketing process, and *be* a market themselves. In my view, the importance of marketing to internal stakeholders is massively undervalued in the library community – I see it as an essential use of our time. These people hold the purse-strings for our libraries, and it is they who can wield the axe in tough economic times; the aim should be to market ourselves so well to them that the need to promote a campaign among our users to ‘save our library’ never arises. Because, whilst the users are absolutely essential, they don’t ultimately decide whether or not to invest money into the library service (although they can certainly help persuade those that do). Rosemary Stamp, a marketing consultant who works closely with libraries, provides an expert view on communicating messages to an internal audience in the first case study of this chapter.

Another use for marketing to internal stakeholders is to be allowed to generate forward-thinking initiatives. We need to be promoting our successes to our bosses in language they understand – particularly if our bosses are not librarians - in order to secure a mandate to

innovate. Andy Priestner of Cambridge University provides a case-study on this subject: marketing upwards to our superiors.

Increasingly, libraries have to market themselves in collaboration with others – this presents a whole new set of challenges. Marketing with internal stakeholders and third-parties is discussed in the second half of this chapter, including the tricky business of marketing within wider institutional branding guidelines, as discussed with Susan Moore of the ICAEW Library, and marketing a converged library and IT service in the University context, via a case study from the University of Nottingham's Stephen Pinfield.

Marketing to internal stakeholders: getting your message across to the people who matter

Proving the value of the library and the services it provides is a never-ending task. It's also very difficult, but certain tools and techniques are available to us which can help persuade internal stakeholders to subscribe to our point of view. We'll look at some of them here.

The Stakeholder Audit

Conducting an audit of internal stakeholders is in essence an inward-facing version of the market research and segmentation discussed in the 'Strategic Marketing' chapter. It is the process of identifying who the key internal stakeholders are, how important they are, what their needs are and how you will meet these.

It may be useful to use a variation of a risk analysis model to determine the strategic importance of each stakeholder. A basic risk analysis grid contains two factors for each eventuality or risk it describes: how likely it is, and how great a negative impact it would have if it happened. Something which scores highly in both categories (an event which is

both likely and has far-reaching consequences) is considered high risk. For the internal stakeholder, the equivalent two factors are firstly how interested the person is in the library, and secondly how influential they are on its future.

If you were to score each category out of ten, then anyone scoring ten or above out of 20 in total will need particular attention as part of your internal marketing efforts. Anyone very interested in the library must be kept inside, as must anyone highly influential.

It may help to draw up a table of stakeholders as part of the audit, which includes those scores, as well as other essential information such as their needs and, ultimately, library strategies to fulfil them. Here is a much-reduced example, for a fictional legal library.

Stakeholder	Interest rating	Influence rating	Combined score	Current needs	Marketing strategies
James Senior Partner	3	7	12	Competitive intelligence	James is happy with the library, if not overly interested, but highly influential in the firm. We'll aim to increase his engagement with the library by offering to brief him in new developments in his specialist field via Skype, as he often works off-site.
Debbie Senior Partner	8	7	15	Specialist database knowledge	Debbie is not only influential but has a very positive attitude towards the library. As such we'll develop her as a 'library champion', providing the specialist knowledge she requires and the tools to spread the word of the library's success
Craig Junior Solicitor	7	1	8	Case Law	Craig uses the library a lot, but he's an intelligent person who doesn't like feeling stupid or asking

					too many questions. As he is of low influence we'll make him aware of our social media channels so that he gets the information he needs without having to ask directly, and can be marketed to without a large time investment from the library.
Michelle Marketing Manager	2	10	12	For the library to make the company look good	Michelle isn't interested in the library at the moment, but as the Marketing Manager she has a big influence. Market library success stories to her in bite-sized format that she can easily incorporate into her own marketing.

Having audited your stakeholders and decided on the appropriate messages for each, the next stage is to communicate those messages successfully.

Internal Communication

Effective internal communication is one of those areas of professional life that becomes instantly easier as soon as one has a little guidance on how to achieve it. Rosemary Stamp is Director and Principal Consultant of Stamp Consulting (www.stampconsulting.co.uk) and she provides a case study on the ten rules of success; these are easy to digest and act upon. Rosemary advises private, public and education sector organisations on strategic marketing, brand competitiveness and positioning, policy response and strategic planning. She facilitates competitive briefings and strategic planning programmes for executive boards

throughout Europe and has led competitive brand positioning strategies for a wide range of public and education sector organisations.

Case study 15: Effective internal marketing and communications - ten rules of success |

Rosemary Stamp

The effective management of internal marketing and communications is critical to successful communication with a diverse range of internal audiences, in 'noisy' and complex organisations where a multitude of voices must compete to be heard.

Successful internal marketing and communications management is all about targeted contact and accurate communication:

1. Which will enable your key audiences to understand the relevance that your services or initiatives may have for them, compared to others on offer
2. Which gives your internal audiences reasons to listen to, or prioritise, your communications, against alternative demands seeking their attention
3. Which enables your target audiences to make informed and confident choices about the services or initiatives that you communicate through your messages

The 'ten rules of success' will help you to identify and overcome potential barriers and plan your internal marketing and communications effectively.

1. Identify and target your internal audiences

It is critical to get information about your services, priorities or activities to the 'right' people within the organisation, rather than simply attempting to contact everyone

(and anyone) randomly. This will include not only reaching those that will use the services that you provide, but also those that influence your target stakeholders - plus those that might make decisions or expenditure on their behalf (or yours). In this way, it is just as important to know who will *not* be interested in your activities, plans and services as it is to know who *will* be likely to use them or exert an influence over them, in some way.

2. Communicate at the right time

Internal communications to your target audiences need to be aligned with their planning and decision-making schedules. For example, if you need people to sign up for your initiatives and programmes or to support your budget or planning bids, it is vital to plan ahead to make sure your communications will reach them in time to inform their choices and enlist their attention and support, rather than reaching them too late, when decisions have already been made. If you need people to commit to expenditure, be sure you know when they make decisions about budgets and resource allocations. In your internal marketing and communications planning process, the management of lead times for implementation or activity will be fundamental to success.

3. Use the right communications channels

Which communications channels or modes will work best? Will your target audience respond best to informal or formal communications? Do they prefer reports and papers, email, social networking or personal contact? Which forums will be the most

useful to you? Make sure you have a voice (or a knowledgeable and supportive 'champion' to speak on your behalf) at any relevant committees or working groups.

4. Speak their language

Remember, in-house or specialist terms that you understand may mean nothing to your target audience. It is vital to communicate using the language and terminology with which they are familiar. Avoid jargon and acronyms; make sure that communications are not too 'insider-focused', but have resonance for the target audience and can be understood easily.

5. Market the benefits

Use a sound proposition for the services, plans or initiatives that you wish to promote: avoid communicating just the features of 'what we do', but market the benefits that the services or initiatives will provide for others. Give your target audience a reason to value or prioritise your service, and to pay it the necessary attention, over any others that may compete for their interest.

6. Match your services or plans to a specific need

Make sure that your services or plans are relevant. How do they respond to a specific stakeholder need? How might they solve an emerging problem? In what way are they important to the interests or concerns of your target audience? Without obvious factors of relevance in your messages, your audience may just fail to be interested in what you have to say.

7. Advance test your internal marketing and communications

While we might believe that our marketing or communications plan is bound to be a success, it is always wise to test it out in advance on a sample of recipients. This can save money and time and enable you to fine tune internal marketing and communications plans to ensure the best possible return on the efforts that you make.

8. Use a 'call to action' to engage your target audience

Internal marketing and communications activity should always aim to stimulate a response and encourage people to get involved (otherwise you will be simply making announcements, which your audience may choose to ignore).

What incentive to get in touch with you and follow up would work best for your target audiences? Including a call-to-action will also enable you to monitor response levels to your marketing and communications activity, a critical factor in evaluation (see point 10).

9. Response management

If you want internal audiences to respond to your marketing and communications, it is imperative that effective systems are in place to cope with resultant incoming enquiries. Make sure that email and telephone contacts are monitored and answered effectively. If this does not happen, there is a risk that the audience's interest will fade before they have found out more about the services or plans being promoted: they will also be much less inclined to pay attention when you communicate with them, next time.

10. Evaluation

Always evaluate the results of your internal marketing and communications effort. This will help you to refine your plans, manage budgets or time and enable you to improve activities next time around. What was well received by your target audiences? What generated the highest call-to-action response? What worked well? What did not work? What would benefit from improvement?

Telling stories, proving success, and marketing upwards

Sometimes there's nothing like raw, hard data to prove success; the key is to provide statistics that reflect what is important to the internal stakeholders, rather than necessarily what is important to the library. You'll often hear people say that it's important to tell a story; statistics are even more powerful when paired with a story. Elizabeth Elford (who provides a case study in Appendix A 'Marketing as Advocacy'), states: 'Statistics are important. They have a place. But they need to be paired with powerful and personal case studies from and about people who are benefiting from libraries. Statistics alone are never enough. But case studies alone aren't, either. Ideally, the industry would use the statistics to back up their case studies.'

Stories engage people and leave a lasting impression that numbers and facts cannot. So how do you tell a story about your library? It's helpful to think of plot and characters. Your success story should have a beginning, a middle, and an end, clearly showing the context in which the library succeeded and the impact this had.

For example, let's say you launched a new service at a business library, providing an electronic summary by email of new developments in the field. Client X used to have to go

through paper lists and summarise new developments themselves as part of their working day. The short version of this story is: we launched a new service, working on your behalf, to save you hassle and time. The storified version is, Client X used to have to spend an hour each day wading through paper reports to keep on top of their game. The library identified that this was something they could do on the client's behalf, using their information professionals' excellent information skills. The library stepped in and produced an electronic version which they email to the client at exactly 4pm each Monday, because that's when the client is travelling between offices and therefore has time to read email on their smartphone. The time saved by being able to read the email summary on the go allows Client X to get home and spend an extra hour with their kids every Monday. This story has a beginning to frame it, a middle where the library steps in to help, and an end where Client X has a tangible gain which most of us can identify with.

Stories help those unfamiliar with libraries contextualise the work we do. There are many, many examples of libraries across all sectors whose actual boss or Chief Executive is not a librarian, and so cannot be expected to understand success using the same criteria an information professional might use. Andy Priestner is Information & Library Services Manager at Cambridge University's Judge Business School, and he uses the next case-study to discuss marketing upwards to non-librarians, channels of communication for internal stakeholders, and proving success.

Case study 16: Marketing upwards | Andy Priestner

I think an oft-neglected area of marketing in libraries is marketing within your own organisation. How important is to market upwards (to the people in charge) in order to be able to innovate?

It is hugely important to market upwards to senior managers, especially if they are not librarians themselves. Putting your efforts into delivering a tremendous all-singing and dancing library service is all well and good but if you do not have senior management understanding, or buy-in, then you and your service are sitting in the firing line. Whether we like it or not, those who don't understand what we do, or value what we bring to an organisation, see us a soft target - a quick way of reducing deficits when they arise. Unless you go out of your way to tell them differently they will automatically assume that you are doing things the way libraries have always done them. Of course, their previous experience may not be limited to the 'stamp shelve and shush' model, but it is safer, if depressing, to assume this to be the case. It has been my experience that most senior managers, however intelligent, personable or charming, have little or no understanding of what it is librarians do today.

As far as senior managers are concerned, libraries and innovation are not obvious bedfellows so that means there is a bigger hill to climb to begin with: not only do you have to convince them to allow you to take the service in an innovative direction, but you might have to convince them that librarians should be innovating at all, and that means going back to basics and explaining our purpose and role as information providers in simple terms. This message should be couched in terms of service and support rather than products or process. You need to be ready to repeat this message consistently and at regular intervals until you feel the message has hit home and, even when you think it has, I'd advise to repeat it some more. It is amazing how readily senior managers will internally reset to their default clichéd

understanding if we, or the library service, drop under their radar for too long. You should seek to foster a long-term relationship with these people, not only to ensure they remain on message but in order that they think of you in informed terms when budgets are threatened or more positively when organisation-wide projects or opportunities arise in which you and your service could potentially be involved.

Typically, those in charge don't have either the time or the inclination to notice, let alone absorb, your marketing strategies, so you need to ensure that you target them in a specific and personalised way. Ideally, you need to prove the library's relevance to them as individuals before you start to hold forth on the relevance of the library service to the wider organisation. Maybe ask them how they access the day-to-day information they need, or try to establish if there are any gaps that your service can fill?

It is not enough though for those in charge to rubber stamp your strategy. You will also need to convince stakeholders lower down the chain that it is in their interest too, otherwise they may well feel that you have 'gone over their heads' in order to get your way and this will lead to lack of cooperation, leaving you unable to implement your ideas regardless of the fact that you have won senior management support.

When it comes to the services and strategies that you want to implement, you need to be able to prove to senior management that they are aligned with the mission and objectives of the organisation. You should not be thinking about your service in isolation but forwarding a more inclusive inter-departmental 'bigger picture'.

Innovation which involves collaboration for the greater good of the organisation is unlikely to be rejected.

Having said all that, true or natural innovators will not wait for committees or individuals to run their ideas up the corporate – or in my case academic – ladder; they will identify relevant strategies and implement them. Yes we need to market upwards but we should not stand idly by while we're waiting for the people up there to understand us or say yes to us; after, all actions speak louder than words (and some managers may never say yes). More than anything else it will be evidence of demand or of past successes that will encourage them to support you in future activities.

What are the best channels for marketing to internal stakeholders?

In one sense every channel. I do take a bit of a scattergun approach when it comes to ensuring that the service is understood because I believe the message bears continual repetition and reinforcement. Conversely however, I also believe in personalising library services to individuals, so with key people it is worth identifying not only the appropriate channels but also the appropriately worded message for them to receive. Of course it is no good using the same style of message for every channel, it must be adjusted for the platform you are using as well as the audience.

The most disastrously over-used channel of our time is email. In point of fact I think we could all significantly improve our marketing communication in one fell swoop by simply pledging not to use it as much as we do. In pursuit of 'inbox zero' today's stakeholders will guiltlessly delete generic emails from library staff regardless of

their content. We need to stop wasting our time carefully composing beautifully worded emails and wake up to this fact. Even if we get lucky and a 'library email' is read, it is highly likely that it will be skim-read rather than inwardly-digested, particularly if it is longer than a few sentences. Our services are complex, but if we're going to use email at all we must ensure our messages are not. Strip them of the jargon and the detail and cut to the chase.

A channel that is also widely misused is the dreaded 'library poster'. We live in a highly visual age in which compelling images and brands seek to grab our attention at every turn. We librarians can either choose to compete with the big boys and grab some 'screen time' for ourselves or we can continue to trot out the same tired, and more importantly unread, text-heavy posters which tend to resemble drab PowerPoint slides. We can make our content stand out by using bold full-page images and straplines. We can go digital and utilise display screen technology so that we are offering a continuous stream of information rather than just one static poster. We can use QR Codes to direct users to our content on their smartphones. All of the above should be consistently branded too. And that doesn't mean slapping a logo on every poster but instead ensuring that our messages communicate our values. Above all our visual messages should be attention-grabbing, professional and, if at all possible, aspirational.

Social media channels are another valuable means of connecting with internal stakeholders. We have found that this connection has not been forged through individual posts and tweets, but due to our promotion of the fact that we are on these platforms and understand how they work. Myself and my team regularly offer

our expertise and support to help faculty and staff to, for example, start blogging, or to use Twitter in their research. Not only is our assistance greatly appreciated but their conception of both our skills and remit expands as a result.

Of course the most effective channel we can use is direct communication because via this medium we have a higher guarantee that the message has been received and understood, better still it can mean genuine two-way dialogue – a fertile basis for discussion as to how we can assist and support the stakeholder in question. I try to ensure it happens as frequently as possible and have found the simplest means of achieving it is to spend more time sat working in public areas where I can be seen. Visibility is absolutely key to marketing success and the principal reason why I set-up a staff information point in our busy staff and student common room. Like 95% of our electronic resources, we staff are also now available beyond the Library walls and that is how it should be.

Do you have any mechanisms you use for recording and measuring the success of new ideas / implementations?

I take statistics on everything that moves, and some things that don't. This is because I once worked for a library service which did not record them enough and when we were asked specific statistical questions by senior management, and we did not have them at our disposal, the future of our service was placed in serious jeopardy. I vowed never to be in that position again and moreover to make sure that the statistics taken record our value and relevance and could, if necessary, help to fend off proposed cuts to the service.

My most important tool for communicating and recording the success of my service is my annual report which is unashamedly an exercise in marketing and propaganda. That's not to say its contents are not true, but instead that it is presented in such a way as to maximise understanding and appreciation of our offering and achievements. In a way I suppose it's my way of saying 'Hands off –we're doing fine.' It also communicates my service strategy and where we are headed next, proving that librarians and libraries can be just as innovative as other departments or functions, if not more so.

Language

Using appropriate language is essential. More specifically, speaking *their* language is essential. This means not just using the terms that matter to the people you're talking to, but framing the story you're telling them in a context that appeals to them. (This also goes back to the guiding principle from the 'Introduction', of describing benefits not features.)

Let's take a specific example: a University Library tagging its entire collection with RFID during the vacation. Many libraries have added or are in the process of adding Radio Frequency Identification (RFID) tags to their books, allowing issue and return without the need to scan a barcode. This is a huge undertaking, it takes a lot of time and organisation, but the benefits are many. If the Librarian reports to Senior Management within the wider University that: 'The library has tagged over 30,000 books with RFID this summer' then they're not marketing this achievement successfully. It is jargon heavy (RFID doesn't mean anything to most non-librarians), it gives a statistic without the context that makes it

impressive (30,000 books have been tagged – is that good, did it take long?) and most importantly it isn't an achievement that the Senior Management will have any reason to value. They simply don't know enough about it to see why it should be celebrated. A better way to present the same information might be to say: 'We've introduced some new technology to our collections, which allows for quicker and more automated check-in and check-out of materials; this has freed up staff to add value to our services elsewhere' then the Senior Managers may better understand why this is to be celebrated. It scarcely does justice to all the work you as the librarian know went into tagging 30,000 books, but it allows the Senior Managers to feel that the summer has been spent making the library newly efficient, using new technology. This appeals to them.

Speaking your stakeholder's language extends to body language, too. Face and hands are key to engagement when conversing with people, particularly successful people, which makes Skype or other video-conferencing software a better alternative to the phone when you are attempting to build relationships with those who, ultimately, are the key investors in your library.

The language and the values of your internal stakeholders vary between sectors, and it's up to you to identify what is important to the people with whom you're communicating.

Stephen Abram has said about working in Special Libraries (versus the public or academic sectors) that the difference is '...you're dealing with highly intelligent adults, who don't like to admit they don't know stuff. So they ask questions as instructions - and the challenge is to 'answer' without embarrassing them.' (Abram, 2011b)

Marketing *with* internal stakeholders: cooperative promotion

Marketing within wider guidelines

One of the most challenging aspects of marketing with third parties is working within strict guidelines laid down by the parent organisation of the library. Be it University, Council, Government or Business, that parent organisation will probably have its own branding, house style, and ideas on how the library needs to conform in these areas.

It is still possible to innovate and to market successfully under these conditions, as this next case study from the Special Libraries sector illustrates.

Case study 17: Marketing within strict branding guidelines | Susan Moore

The Institute of Chartered Accountants in England and Wales (ICAEW) has had a library in continuous existence since the 1870s, and the library is listed among the principles perks of membership of the organisation. Library staff of 20 handle over 18,000 enquiries each year, and the website gets well over 1 million visits. The library has to market itself in conjunction with ICAEW as a whole, working with marketing executives and promoting the service whilst working within the guidelines of the wider organisation. Head of Library and Information Services Susan Moore explains how they work successfully in a cooperative environment.

Firstly can you describe some of the main challenges of marketing a library within the branding guidelines of a wider organisation?

Working with staff who do not always understand the significance of the service or product that you want to market. As LIS staff we are constantly at the 'user interface' so know our customers and know how they ask for things and what is likely to grab their interest. This can sometimes appear to be too detailed for a

central team who may prefer to give headline messages that aim to build brand recognition rather than inform on a detailed or contextual level. For this reason, word of mouth through presentations works better than developing marketing brochures where you are balancing the needs of several stakeholder interests. Speaking direct to our member audiences allows us to control the message.

We have had some experience of marketing staff re-writing copy in what they regard as house style. On occasions this has altered the meaning of the message and we have had to work towards a compromise to balance medium, message and style.

Some other challenges include:

- meeting our own budget time lines because of having to build in the time to negotiate on brand approvals;
- delays caused by repetitive re-approval for amendments;
- use of outside agencies builds in additional layers and can complicate and delay;
- getting an individuality and recognised personality for the LIS within a unified brand that promotes one organisation.

And how have you met these challenges? What worked for you which you feel other libraries could apply to their own situations?

- Welcome the branding people into *your* environment and meet them there, not least, in order to expose them to the environment

- It is crucial to get familiar with every aspect of the branding guidelines so that you can avoid mistakes that will lose credibility. Equally important to develop good relationships with the marketing and branding teams. It helps if you use their vocabulary.
- *Demonstrating* that we had ideas and flair and that we are progressive helped - you need to shatter preconceptions. After one successful discussion about images and taglines, a marketing colleague who had previously been a little protective of territory remarked that we should attend their team brainstorms. Show initiative, keep it snappy.
- Knowing when to give way – when marketing staff want to change something, if it is not substantive to the message, agree pleasantly, even if you prefer your own version. It means that when you *do* need to dig your heels in, you have some credit for not always disagreeing with them. However, think clever; be prepared to negotiate; remember flexibility is not ‘giving in’, it’s achieving your main goals and accommodating the rest (you need to be able to recognise the point at which this has been reached so that you don’t start to undermine what’s been achieved so far); don’t be defensive or aggressive.
- Speaking to our members directly. In late 2009 I emailed every Regional and District Society office and offered to speak at one of their events or meetings (an 18 month programme was the result). Not only did this provide a direct opportunity to give key messages - ‘we are happy to come to you; we are friendly

and knowledgeable; we know what sort of information needs you have' - it gained us high profile within the ICAEW. The CEO has been at a meeting in one of the regions and chartered accountants have remarked to him 'we had a really great talk from the Head of Library Services last month, caused a lot of interest, seems like a really great service' etc. In turn, this gets brownie points for the CEO for making these services available.

I personally feel that bravery is a quality often lacking in our industry. I imagine it is even harder to be brave in your marketing when trying to do so within a wider organisation's branding guidelines - do you have any feelings on getting the balance right between caution and being a bit more dynamic in promoting our services?

I have always followed the general rule that it is easier to obtain forgiveness than to get permission. I think that on the whole, providing you are able to explain what you want to do and use the language marketing people use, you can get away with bold ideas. This year we have designed two 'pull up' banners for exhibitions and events. We chose very bold images (but used ICAEW image bank so there was no question of their being inappropriate for the brand) with equally striking messaging. And there's another type of bravery - daring to put forward suggestions that may be scoffed at. By putting them in the discussion arena a far-fetched idea might be developed into an original marketing tool.

I was delighted to see that in the 'Benefits of membership' section of the Chartered Institute's website, the library service is listed first! Do you have any advice on

how librarians might convince their own parent organisations of their value?

Consider what is of monetary or strategic interest to your organisation and its decision makers and latch onto that as context: at ICAEW members pay an annual fee to continue to call themselves Chartered Accountants and use their post-nominals. Obviously it is in their interest to feel they are getting value for their subscription; it is in the ICAEW's interest to have something tangible they can say they provide from fee income.

Finally, I'm very interested in the use of online tools in marketing corporate libraries. You have to fit in with the corporate ethos, but at the same time social media does need to be informal and fairly colloquial to work successfully - how do you balance that (or plan to)?

In the early days of our online presence the LIS actively marketed our content by soliciting links and participated in online discussion forums to promote relevant resources. However, we found that this was less effective than focusing on our online content to make sure it was well written and of good quality - ensuring that it would be well indexed and ranked by search engines (i.e. effective SEO).

A significant percentage of our online promotion today is focused on collaborating with internal stakeholders - helping and encouraging them to leverage our resources for web projects and initiatives that are intended to engage our members/students and their other target audiences.

The area where we have not made progress (institutional risk management) is in social networking; the ICAEW employs a couple of social network specialists to look after its own corporate social platforms and our interface with public social networks such as Twitter, LinkedIn and Facebook. We are encouraged to put a toe in the water but not to go off at a tangent with a library blog. This is changing as ICAEW is getting more confidence in using its social networks and I am currently recruiting a person to take us further into this territory.

At the moment, our social media strategy is focused on embedding library marketing into existing corporate social media streams. We collaborate regularly with ICAEW's marketing and digital communications departments to promote library services and content in blogs, webinars and email newsletters. As for juggling the more colloquial tone of social media within a corporate environment, we're lucky that this isn't an issue for us – the benefit of working within such a large corporate organisation is that there's already a well-informed communications policy dealing with web and social media.

Marketing a converged Library and IT service

Converged and superconverged services are increasingly prevalent for libraries, particularly in Higher Education. A cooperative approach is essential between the two or more divisions of the converged service, as is an overall guiding hand to unite the service – in effect, a merged IT and Library service has to market itself collectively and its component parts individually, which is of course much more work.

Stephen Pinfield from the University of Nottingham's Information Service provides the final case study of this chapter. Nottingham have been operating converged IT, library, archive and media services since 2002, across all of its University campuses – not just in the UK but in China and Malaysia as well.

Case study 18: Marketing a converged service | Stephen Pinfield

When a service first converges, how important is to 'launch' the new system with a big re-branding, bells and whistles promotion and so on?

Information Service (IS) at Nottingham has always focused on marketing its *services* rather than marketing *itself*. Marketing activity is therefore specifically designed to be as user-focused as possible, relating to the needs of different groups of users at different times. Induction material for students, for example, covers the key things that students need to know during their first few weeks at the University (logging into the student network service, finding material in the library, and so on), rather than telling them about IS as a department.

That having been said, as part of the 2002 restructuring, IS did develop a new corporate identity, including a new logo, to replace the identities of the previously separate departments. The new logo was used in signage and marketing collateral until 2009. In that year IS, like all other units in the University, dropped separate logos and adopted the University corporate identity.

That change marked a significant transition in the marketing set up at Nottingham – a move towards much greater coordination of marketing and communication activity across different units in the institution. This meant, for example, that induction

material for students was presented in integrated publications in a more holistic way for the University as a whole. There is now little or no distinction between services provided by IS and those of other departments in the induction information. The emphasis is on the student experience, not the organisational structure of the service departments of the University.

Marketing and communications, however, have always been and remain important to IS. The economies of scale associated with convergence in 2002, enabled IS to have the capacity to appoint a specialised marketing professional to coordinate marketing and communication activities. In 2010, the bold step was taken of moving what was by then an IS marketing and communications team into the University Communications and Marketing department. This coincided with the more co-ordinated approach to marketing and communications across the institution.

Although these staff continue to work mainly on IS-related activities, they are now embedded amongst other marketing professionals.

This move was undoubtedly a risk, since there was a danger that the team would lose its focus, and therefore needed to be managed carefully. But it does create the potential for a more co-ordinated, institutional approach to marketing IS services.

The emphasis is on IS and its services being an integral part of the institution and as a central component of the overall University experience for students and staff.

Have you found any techniques or strategies particularly useful in marketing your converged service, which weren't so pertinent when you were marketing 'just' a library?

One debate we have had at Nottingham over the years has been the extent to which we use the word 'library' or not. Currently, we use 'library' to describe buildings, we have sections of our organisation that are labelled 'library' (such as Library Customer Services), and we use generic terms such as 'digital library services'. However, we do not have a department called the 'Library'.

'Library' undoubtedly has strong brand recognition – and generally a positive one. However, there is a great deal of evidence to suggest that users understand the word in quite narrow terms. To many users, 'the library' is a physical building. It is common, for example, to hear academic staff say that they do not use the library, by which they mean they do not visit the physical building. They do, of course, use library services online, but interestingly often do not associate these digital services with 'the library'. This is a perception issue that many library services experience.

For a converged service this should not be a big problem since it will be generally understood that the Information Services department will be responsible for digital services. However, there is a danger that the positive aspects of the term 'library' begin to disappear with the emphasis on a converged Information Services, and this can lead to some brand recognition problems. A balance needs to be achieved between on the one hand use of the word 'library' in order to connect with users, and on other hand acknowledgement that library services are more than just about a physical building.

How important is it that the patrons properly understand what constitutes the service? Do they need to understand that it is one holistic department to get the

most out of it, or can they simply engage with the parts relevant to them and ignore the cogs that come together to turn the wheels?

One of the major aims of convergence of Nottingham was to create a more joined-up user experience of information and technology services which did not require users to understand the organisational structures of the service department. The aim was that services should be provided in a transparent way, and the ability of users to get the best out of them should not rely on them understanding how the department is managed.

When a student has a query about accessing a reading list in the University virtual learning environment, is that a library problem or learning technology problem?

When a member of staff has a problem with their password when using an e-journal, is that an IT problem or a library problem? In both cases, the users should not have to know which service department can help solve their problem, rather they should just be able to get the problem sorted quickly.

From a customer point of view then, users should not have to understand anything about the structure of the information and technology services department in order to consume its services on a day-to-day basis. Contact and liaison structures, including a single IT helpline, should be set up to enable users to consume services and sort out problems quickly and easily.

In other ways, however, it is important that some people outside the converged department do understand the organisational structure. This applies particularly to those involved in planning services or liaising with IS regarding the development of

strategy. Here it is important to understand enough about the structure to know who to contact. At more senior levels of the institution, therefore, it is essential that there is an awareness of the structures of the IS department to enable useful partnership working.

In my experience, the larger an organisation, the harder it is to be agile. The ability to be flexible and respond to change quickly is pretty essential in marketing – how does one maintain that agility in a converged service?

Creating an organisation that can deliver reliable core services and at the same time generate innovation is a real challenge. Innovation is certainly an essential feature of an IS department but it does create risk. It is, therefore, inappropriate to give the same emphasis to innovation in all areas of the service, particularly those areas where robust and reliable services are the highest priority. It is important to identify strategically *which* areas of the Department's remit need to major on innovation and focus on ensuring that *those* areas are sufficiently agile.

Giving staff the time and the space to spot opportunities and communicate ideas, and then the ability to experiment and take risks, are all important aspects of innovation. This can be enabled by encouraging project-based, cross-team working and developing a culture of ideas-generation.

Finally, is there a danger that we end up spending all our energy on marketing the concept of a converged service, and not marketing the actual services we provide at all..?

This is definitely a danger. But it would be a big mistake to fall into this. You do, however, have to be aware of how the Department as a whole is perceived and make efforts to ensure this is as positive as possible. But it is important to recognise that the best way to achieve a positive image is to do a good job.

More information and further reading on Internal Marketing can be found at www.librarymarketingtoolkit.com/p/internal-marketing.html.

